My Self-Study Workbook

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This workbook is based on the responses given in the Extended DISC® Behavioural Assessment Questionnaire. The purpose of this workbook is to provide supporting information for the self-development of people working remotely. The workbook should not be the sole criterion for making decisions about oneself.
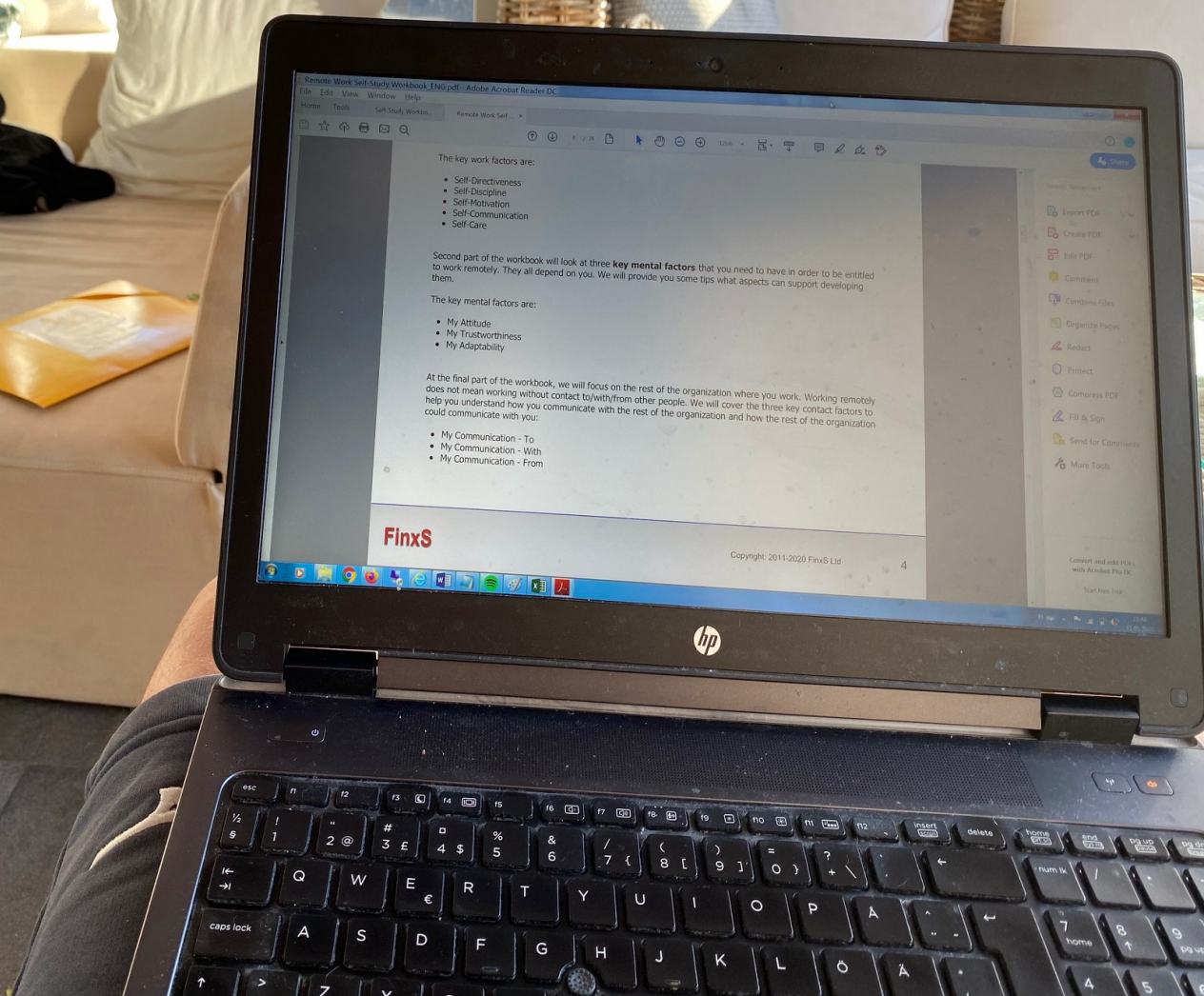
Sam Sample

Organisation:

FinxS

Date:

10.08.2020

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Introduction to the Remote Worker Self-Study Workbook

NOTE! The prerequisite to this workbook is the My Self-Study Workbook. The Self-Study Workbook describes the DISC Theory and behavioural model in detail, providing you with a much deeper understanding of why certain situations feel more comfortable for you and why you generally succeed better in certain types of situations. This workbook does not cover the theory nor does it focus on your basic behavioural preferences. In order to understand the results and frameworks used in this workbook, we highly recommend you first focus on the My Self-Study Workbook.

This workbook is designed for people working remotely. The purpose is to help them create a work environment and processes that best support their strongest behavioural traits. We want you to not only to succeed in your remote work but also to enjoy it. The more you can adjust your routines, communication and your way of working to match your natural behavioural style, the more comfortable you will feel working remotely.

Working remotely comes with different situations and requirements than working in a traditional work environment. We have both physical and often a psychological distance to the rest of the organisation. Communication with others is different. The requirements placed on the employee to schedule, organise and manage the work day are different than in a conventional work environment. We do not believe there is one personality type that is more likely to succeed in remote work and another one that has the greatest challenges. It depends, like in a traditional work environment, on how you behave in your work and who you are working with.

We believe you can be successful in remote work - especially if you pay some attention to creating a work routine that works best for you!

Before you start, we would like you to think about your current situation:

- If you are planning to work remotely, what aspects concern you the most?
- If you are already working remotely, what aspects of remote work do you like the most and what are the most challenging for you?

Write down the key words BEFORE going further in the workbook. It is important that you make notes of your emotions before you start processing them.

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Your Results

The rest of this workbook will focus on different aspects of working remotely. Your results will be compared against the different key success factors and support needs of remote work. Please note that all of the feedback in this workbook is the result of your answers to the scientifically validated Extended DISC® Behavioural Assessment Questionnaire. The feedback is a description of how a person with the same DISC Style as you typically behaves and is seen by other people. It may well be that you have already given special focus on developing some aspects of your behaviour, thus extending your flexibility zones from what they naturally would be. That natural flexibility zone is what this workbook can and will focus on.

How to Work With the Remote Self-Study Workbook

This workbook consists of several independent sections. They are not presented in any particular order, and you can focus on any of them in any order you prefer. We recommend you first glance through the workbook and only then focus more thoroughly on each section.

First, we will look at five **key work factors** that help you become successful in remote work. You may not be able to control them all fully, but all of them contain aspects that depend on how you organise your work. We want to help you design a way of working that works best for you.

The key work factors are:

- Self-Directiveness
- Self-Discipline
- Self-Motivation
- Self-Communication
- Self-Care

The second part of the workbook will look at three **key mental factors** that you need to have in order to be entitled to work remotely. They all depend on you. We will provide you with some tips what aspects can support developing them.

The key mental factors are:

- My Attitude
- My Trustworthiness
- My Adaptability

The final part of the workbook focuses on the rest of the organisation where you work. Working remotely does not mean working without contact to/with/from other people. We will cover the three **key contact factors** to help you understand how you communicate with the rest of the organisation and how the rest of the organisation could communicate with you:

- Communication - How To Communicate With You
- Communication - How To Communicate With Your Team
- Communication - How To Initiate Communication With Others

My DISC Style - Extended DISC® Pie

Each of us have all four DISC Styles in varying degrees. The Extended DISC® Pie below shows your DISC Style. The DISC Style(s) with the higher percentage(s) are more comfortable for you and will require less energy. The DISC Style(s) with the lower percentages will be less comfortable and require more energy from you.

Your DISC-style:

8%

32%

26%

C

D

S

I

34%
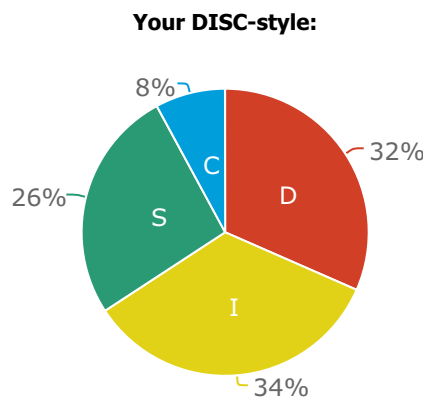
Sam at a Glance

The following is a description of how others are likely to perceive you. In other words, while the text describes your typical behaviour as seen by others, you certainly can modify your behaviour to fit the needs of a particular situation and/or individual(s). Also, you may have already addressed the development areas by learning new skills.

How Others May Perceive You:

Social, pleasant, sociable, thorough, organised, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

How Others May Perceive Your Communication Style:

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

How Others May Perceive Your Decision-making:

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

My DISC Style - Extended DISC® 4Q Model

The below image shows your flexibility zones on the Extended DISC® 4Q Model. The shaded area illustrates the area that is most comfortable to you. That area consumes the least amount of energy from you and is natural to you. When you need to leave your comfort zone, it requires more conscious behaviour, such as more thorough preparation, planning and concentration. Even though you can succeed well with these behaviours, they consume more energy from you. As a result, you are likely to benefit most if you were to have support when leaving your comfort area.

C   **Thinking**   **D**

Independence
Responsibilities
Measurable goals

Challenge
Freedom
Authority

Clear role
Concentration

Change
Short projects

Sensing ←→ **Intuition**

Commitment
Predictability

People engagement
Creating ideas

Servicing
Supporting
Listening

Involvement
Positiveness
Motivation

S   **Feeling**   **I**
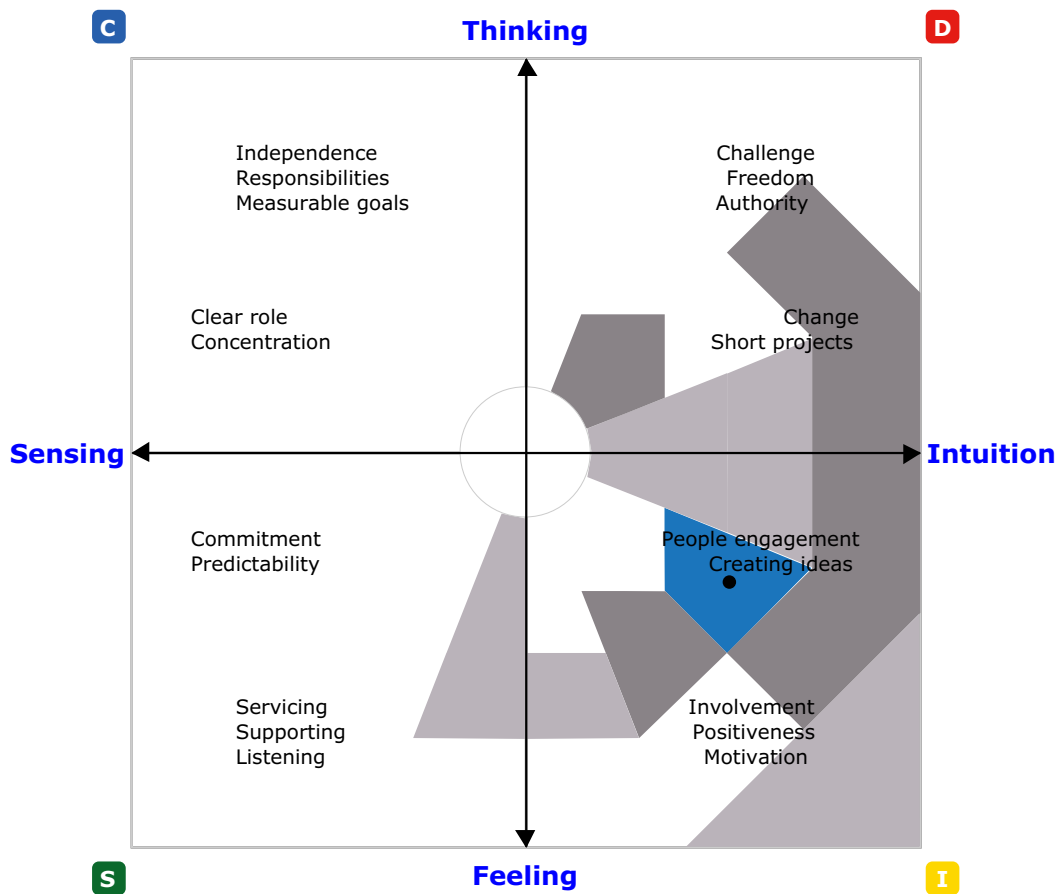
Look at the above image and identify tasks in your current/past work role that were clearly in your comfort zone and those that required more energy from you.

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# DISC - A Short Introduction

The DISC model is based on the work of Carl Jung and William Marston during the first half of 20th century. It is the most widely used concept to describe differences among individuals' natural behavioural styles. It does not classify people into good or bad categories, just different. The DISC model, combined with Extended DISC® Theory provides a unique framework to understand human behaviour. It acknowledges that every human being is a unique individual, while at the same time providing an easy-to-learn framework. The framework can be used at a very simple level but can also allow us to make a very comprehensive analysis of human behaviour. The purpose of this workbook is not to go deep into the Extended DISC® Theory (that is done in the My Self-Study Workbook), for which reason this workbook often describes you as "a S Style person" or "C Style person". However, whenever the workbook identifies traits that are more or less natural for you, the algorithm selecting those unique items is much more detailed than a simple D, I, S or C Style identification.

The below image describes the main D, I, S and C styles and their combinations (such as, DI, SC) using attributes often associated with those styles or their combinations. To get an overall understanding of a style, do not focus on a single word, but try to create an image or an individual who is a combination of all the attributes.
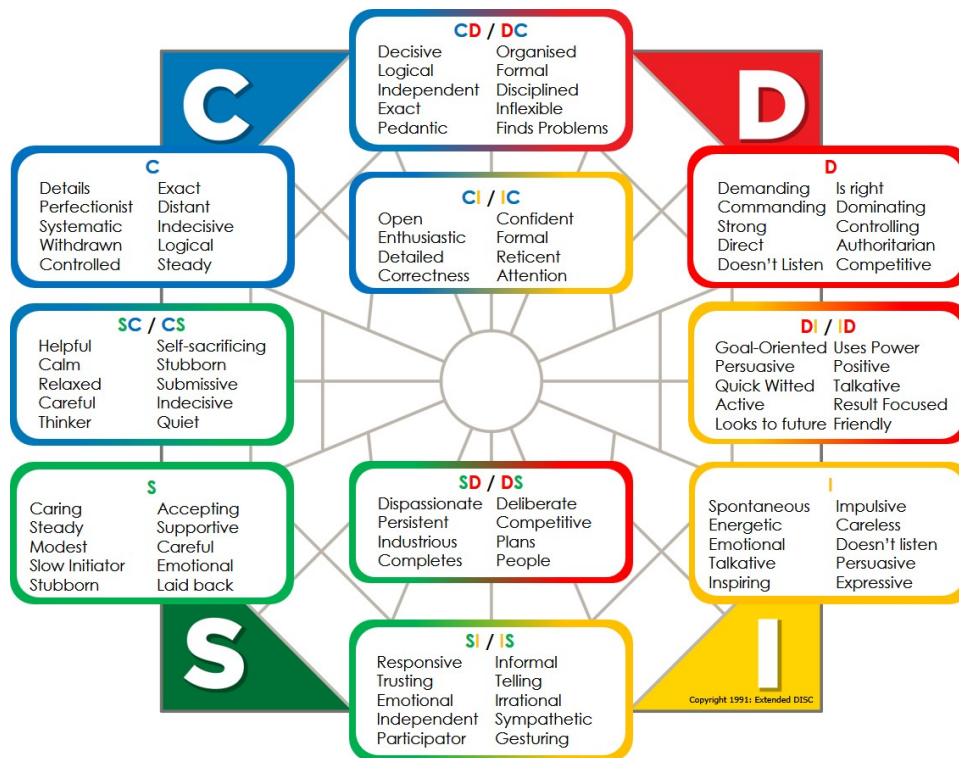
Self-Directiveness

Self-Directiveness refers to you being able to take control of your work. You can maintain your end goal in mind, evaluate each decision based on the set end goal and the related tasks, solve everyday problems, and organise and prioritise your work. You will need to take some responsibilities away from your supervisor and consider yourself in part as your own supervisor.

We all have the possibility to develop this skill. How easy it is, depends on the type of assignments we are expected to complete independently. Every individual has areas that are easier for them to control and tasks that may not feel as comfortable.

The first list provides some work responsibilities that come naturally to a person with your DISC Style. The more your remote work includes these aspects, the easier it is for you to adjust to it and be self-directive. Typically, these are the kind of responsibilities that do not take much energy from you and the less support you will want/need from your supervisor/organisation.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking initiative:											5
Daily motivating of others:											5
Being an active member in a project team:											5
Creating a friendly atmosphere:											5
Achieving results through and with people:											5
Maintaining stakeholder relations to achieve results :											5
Getting started without instructions:											5

How well does the first list match with your current remote work role? Is there something you could do to adjust your role to include more of those self-directiveness aspects that are likely to be the most natural for you?

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The second list includes aspects of remote work that may be challenging for you to take responsibility for. You can succeed in these aspects. However, people with your DISC Style find that focusing on them usually requires more energy, concentration and motivation. Becoming self-directive is likely to be easier the more aspects from the first list, and the less from the second one, are present in your work environment.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Critically evaluating own performance :			**-3**								
Preparing for the unexpected:			**-3**								
Coming up with new solutions to technical problems:			**-3**								
Strong emphasis on managing details and finding ways to improve them:			**-3**								
Gathering, analysing, and leveraging data from many sources to understand the environment:			**-3**								

Does your current role include any of the aspects from the second list? If yes, how have you ensured you have the energy to give them the importance and drive they need? Do you have the option to assign them a smaller role in your current work position? If you need support with them, is that support available to you?

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Decision-Making in Remote Work

An important element in being self-directive is to be able to make decisions concerning oneself. It is important to note that everyone can make decisions; we all just have our own way of making decisions. Being self-directive in remote work is likely to be easier for you if you are able to make decisions the following way:

Drawing conclusions based on people's emotions:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**

Constantly coming up with new emotion based ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**

Taking strong action to defend own decision and opinion:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5

Making courageous and risky decisions when under pressure:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5

Making a goal-based decision and promoting it to everyone quickly:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5

CD / DC
Focuses on facts
Tries to make things as effective as possible
Does not let emotions interfere

C
Decisions based on facts
Considers and analyses from all points of view
Checks details

D
Fast decision-maker
Commits to own decisions.
Needs options to choose from
Wants to see the end result

SC / CS
Spends time understanding details
Wants to test before making a decision

DI / ID
Excited about new things
Wants to try something different
Decides without detailed analysis

S
Considerate and careful decision-maker
Prefers tried solutions
Does not like being pressured

I
Gets excited easily
Decisions based on emotions
Skips details if possible

SI / IS
Careful, polite decision-maker
Focuses on people
Tries to find a positive solution

Copyright 1991: Extended DISC

Can you find a way to develop your role to resemble more of your ideal decision-making style?

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Self-Discipline

Self-Discipline refers to you being able to focus on your work, do what has been planned and not letting distractions slow you down. Working in an environment that is not designed for work may be challenging for you to remain productive. You need to meet the same work quality requirements as you would at a normal workplace. Following the plans and work routines may be challenging at times.

Some behavioural types are more disciplined by nature whereas others easily get distracted as multi-tasking is their preferred way of working. We all have the ability to develop this skill. How easy it is, depends on the type of assignments we are expected to complete independently. Every individual has areas that are easier for them to concentrate on and stay focused.

Being self-disciplined is likely to be easier for you if your job position includes the following aspects:

Aspect	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ignoring unnecessary details:											**5**
Inspiring and encouraging people:											**5**
Handling a variety of different contacts:											**5**
Convincing, confident and inspiring performer:											**5**
Concentrating on encouraging people:											**5**

The below list contains aspects of remote work that may make it more difficult for you to remain self-disciplined. People with your DISC Style find that focusing on them requires more energy, concentration and motivation.

Aspect	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating details in a logical way:		**-4**									
Repetitive duties requiring accuracy:			**-3**								
Repetitive, detailed tasks:			**-3**								
Ensuring all details are in place before taking action:			**-3**								
Avoiding mistakes in details:			**-3**								

How well does the first list match with your current remote work role? Is there something you could do to adjust your role to include more of those aspects to improve your ability to be more self-disciplined? Does your current role include any of the aspects from the second list? If yes, how do you make sure you do not let distractions decrease your efficiency with those tasks?

Self-Motivation

Staying motivated to work when working remotely is essential as there are more potential disruptions than in a normal work environment. You can support your level of motivation by how you design your work environment, the way you can carry out your tasks and the tasks themselves.

Different behavioural styles get their motivation from different things. For this reason, it is not possible to define one ideal environment or way of working that would be the most motivating for all remote workers. You should identify which aspects of your work environment help you to stay motivated when working remotely (which is often the same as working alone).

Ideal remote work environment

Typically, a high I Style person can increase their motivation by breaking up the day into segments that are not too long. It will help you to stay motivated if you do not have to concentrate on one task for too long. Multi-tasking and working on more than one project at a time increases your motivation. It will help you to stay active if you can keep communication channels to other people open during the day. Making every day somehow unique would also work well for you.

Below you can find some other aspects of your work environment that could increase your motivation:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining opportunities to influence people:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Creating positive, people-related ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Being able to leave details to other people:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Receiving instructions that do not go into details:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Opportunity to influence people:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Maintaining right to make decisions:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Working with inspiring people:	-5	-4	-3	-2	-1	0	1	2	**3**	4	5

How well does the above list match with your current remote work environment? Are you able to adjust your role to better support your motivators?

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Work environment that may decrease your motivation

Similarly, just as it is vital to develop a work environment that helps you to stay motivated, it is essential to try to avoid situations that reduce your motivation. Below is a short description of situations that a person with your DISC Style usually tries to avoid followed by a list of work environment aspects that are likely to decrease your motivation.

This type of person does not like strict instructions nor chains that make his work boring and limited. He does not like an exaggerated pedantic attitude nor faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each others' company.

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

Below is a list of work environment aspects that a person with your DISC Style often finds challenging.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being allowed to finish one task at a time:	-5	**-4**	-3	-2	-1	0	1	2	3	4	5
Being able to work without interruptions:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Having time to adjust to new tasks:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Having time to consider all possible options:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Having time to plan everything properly:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5

Can you identify aspects from the above lists that are currently present in your current work environment? How do you make sure they do not affect your ability to stay motivated in your work?

Self-Communication

You may be working in a motivating environment, but you still need to see the positives in it and emphasise them to stay motivated. Self-Communication refers to your responsibility to stay motivated and to the way you raise yourself to higher levels of performance. We have a possibility to see the glass as half empty or half full. It may be difficult for you to be effective and succeed in remote work if you emphasise the negatives that come with working remotely. This section of the workbook helps you to discover the positives in working remotely.

Sam, as you are a high I Style person, working alone may not be the ideal way of working for you. You like interactions, communication and being part of a team. When scheduling your tasks, make sure you have regular contacts with other people. Using different media might actually bring the other people closer to you. You like variety in tasks. You are more a starter than a finisher. Try to design your work in a way that you have inspiring tasks for each day. Identify which works best for you; doing the tedious tasks first or starting with the most inspiring ones. Once you know this, be very strict that you follow the same pattern every day.

You do not like distance from other people. Keep in regular contact with your team members, try to share responsibilities and whenever possible, do tasks together. Even though it may not sound like increasing your effectiveness, make sure you also have a chance to "socialise" with people. If you take breaks, make sure they are not too long and stick to the schedule you have created.

The following is a list of questions you could ask yourself. They can help you to find ways to make your remote working days more enjoyable and productive.

- What is my contact network?
- How do I make my days as interesting as possible?
- How do I balance my day between focusing on work and communicating with people?
- What is the priority of each of my tasks?
- Are there people I can delegate tasks to if needed?
- What are the must-dos for each day?

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Working remotely can provide you with a lot of variety and opportunity, but it also requires self-discipline **- Make sure you stay effective from the beginning!**

Self-Care

When working remotely, you are not only responsible for your work tasks, but also yourself. You are experiencing a different type of pressure, your working hours may be long and irregular, and there is no immediate network that will be there for you. Missing the short breaks in an office environment when chatting with co-workers may increase the amount of frustration, anxiety or feeling of loneliness. You may not be able to recognise some of the signs your body is sending to you, but continue pushing yourself. The need to be focused on yourself is not only needed when you work too much but also when you are not being effective. Inability to start new projects, to concentrate and the continuous disruptions may burden you as you know there are deadlines and your work will be measured at some stage.

Create a schedule that works best for you. This workbook provides you with tips how to best tailor a schedule for your DISC Style. Also take into account other factors that are unique to your situation, such as, the schedule of other family members, if you work best in the morning or evening, when you have the best lighting, etc.

Wear the clothes that work best for you. There are rules on how to dress in video meetings, but other than that different clothing works for different people. Find the clothes that make you most productive.

Organise your work space. Some people work better at a kitchen table or in the living room whereas others require clearly separate space where they "go to work". Find the work space that works the best for you.

Schedule and tailor your breaks. You can find some tips in this workbook about what type of breaks work best for you. You may also want to analyse if you need breaks more or less often, shorter or longer breaks, if you need to leave the work space or the whole building, or if just closing your eyes will work for you.

Remember to eat. Food is like fuel to your engine with the exception that you cannot fill the tank full at once but you need to eat regularly with smaller portions. Find out what food makes you lethargic and what gives you energy.

Life outside work. Remember that even though you work from home, home is still different from work. Identify the places and things to do that take your mind away from work and do those things and go to those places when it is time to "leave the office".

Engage other family members. If you have other family members at home when you work, try not to be with them at the same time as you work. It is important they understand when you need the privacy to do your work and when you need their attention to stay away from work.

Get physical. Self-care is not only psychological but also a physical responsibility. Staying fit keeps you going; you can work longer hours, you can concentrate better, and you are more creative. Take time for walks, runs or whatever physical activity you like to do.

To which of the above aspects should you pay attention first?

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Personalised tips for you

Sam, as you are a high I Style person, pay special attention to the following:

- Do not let your emotions take over - try to rationalise why you feel the way you do and what you can do about it
- Maintain regular contact with other people - do not settle for official communication only
- Find ways to avoid boredom
- Find people you like to be with

Observe yourself

When you notice yourself exhibiting some of the behaviours below, it may be a sign that you are under stress. You may not be happy with how the work is currently organised or you may not taking good care of yourself.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Is overly interested in the opinions of others:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Has strong emotional opinions:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Becomes overly concerned about relationships:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Wants to take action without being sure what is the best thing to do:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Becomes over-concerned about relationships and looks attention from everywhere:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5

Have you identified yourself exhibiting any of the above behaviours in the past? Why do you think that happened? What are the best indicators for you to recognise that you are not taking good care of yourself?

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My Attitude

You have three mental responsibilities to be successful in remote work. One of them is to take care of your attitude. You need to ask yourself questions like:

- Is this the kind of work I want to do?
- Do I like my current work?
- Is there something bothering me that should be taken care of?
- Would I employ myself to this position?

To be able to answer to the above questions, you should first answer to these questions:

- What is it that I like about remote work?
- What aspects of my current work bring me the greatest satisfaction?
- What does a work position need to provide for me to like it?
- What makes me the most effective in my work?

Sam, as you are a high I Style person, your winning attitudes can be:

- No matter where I am, I can find the joy in it
- We are here together and we encourage each other
- I am always ready for brainstorming for new solutions
- Communication, communication

The above list described the **winning attitudes** a person with your DISC Style can have and bring to the team. The below list includes some of the **negative attitudes** that can come with your DISC Style.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Operates only "by heart" and with emotions:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Is short-tempered and easily irritated:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Is overly optimistic or overly pessimistic:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Is not interested in details:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Listens only when wants to listen:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5

Do you currently see more of the winning attitudes than negative attitudes in your behaviour? What could you do to guarantee a more positive and constructive attitude in the future?
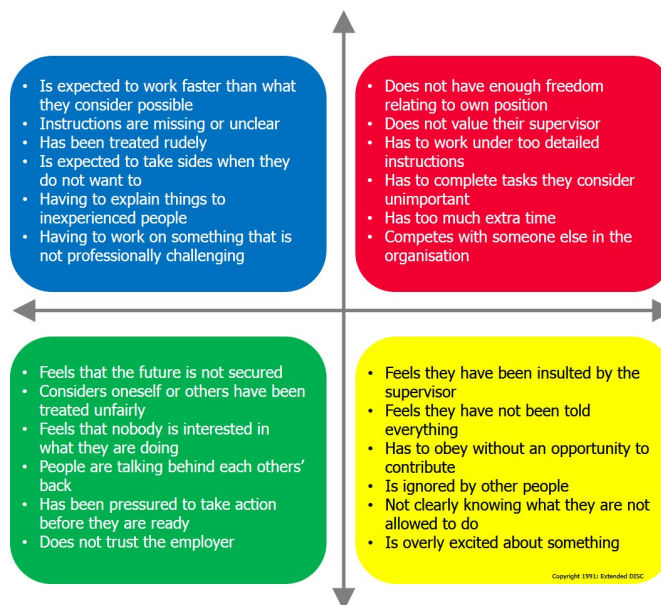
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My Trustworthiness

You have three mental responsibilities to be successful in remote work. One of them is to be worth the trust you have been given to. You need to ask yourself questions like:

- When working remotely, do I give the same effort I would give when working in the office?
- Do I take care of all the responsibilities I am expected to take care of?
- Do my employer and I have the same understanding of what I am working with?
- Do I deliver what I promise to / am expected to?

Although it is entirely your responsibility, whether you can be trusted or not, other people can influence it via their behaviour. We can give you some pointers of those situations that, when continuing, can result in you becoming less trustworthy. Note that people have different tolerance levels and different ethics. The purpose of this workbook is not to find out if you can be trusted or not, but to help you identify situations when your behaviour may change to something that could make other people question your trustworthiness. It will be useful for you to identify these situations and handle them in ways that do not cause problems with your employer.

The following image describes situations when people with different DISC Styles may exceed their authority, refuse to do what they are expected to do or in some other way behave in a way that may result in other people questioning their trustworthiness. Compare the image to your DISC Style (in My DISC Style section of this workbook).

Read through the parts relating to your DISC Style. How does your behaviour change when you are in situations like these? Is there a chance that other people may misread your behaviour?

My Adaptability

You have three mental responsibilities to be successful in remote work. One of them is your ability and willingness to adapt to varying situations. You need to ask yourself questions like:

- Do I hold to principles that make it difficult to work with me?
- Is my first response to request to change something usually positive or negative?
- How willing am I to let other people tell me what and how I should do my work?
- Do other people consider me as an adaptable person?

There are two types of resistance to change that you consider. First is how willing you are generally to accept change and the ideas of other people. How do you react to surprising situations? Do you want to be in control and for that reason do not let other people take charge? Are you pessimistic by nature considering every change as a potential way downward? Do you value more variety or stability?

The second type of resistance relates to your DISC Style. There are situations and tasks that are more natural to your behavioural style and those that are less natural. The less natural tasks and situations require more energy from you, you do not feel as confident or natural in them, and you are more tired after having to be in those situations. Regardless of how adaptable a person is, there are always situations that we are more likely and less likely to accept. The following is a description and a list of situations a person with your DISC Style usually does not like or respond positively to. Your reaction in those situations can sometimes be considered as resistance.

This type of person does not like strict instructions nor chains that make his work boring and limited. He does not like an exaggerated pedantic attitude nor faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each others' company.

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

Do you consider yourself as an adaptable person? Have there been situations when other people could have considered you as rigid and resistant to change? How could you, especially considering the requirements of remote work, make sure other people consider you as a person who comes up with new ideas easily?

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Communication - How To Communicate To You

This section focuses on how other people should communicate when communicating with you. The section also looks at how you respond to different types of communication. The purpose of that part is to help you understand that we all have our preferred communication styles and that we should be able to see the message behind the style.

How people should communicate with you?

Sam, as you are a high I Style person, people communicating with you should remember to:

- Be short
- Involve you as soon as possible
- Focus on or start with the positives
- Be interested in you and what you have to say
- Ask for your input
- Not to bore you with unnecessary details
- Be encouraging

How do you respond to communication with different DISC Styles?

Being communicated to by a D Style person. You may find them quite rude in their communication. You do not always understand why they chose the words they did as there could have been more polite ways to express the same thing. At the same time you like their directness - you just hope they would target it at someone else but you. In your opinion, they are not truly interested in anyone but themselves. You cannot involve them in a positive dialogue as it is often one-way communication.

Being communicated to by a I Style person. You are likely to find it very amusing to discuss issues with them. They talk clearly to you and have a good balance between tasks and general communication. It is very easy for you to be interested in what they say. They also seem to be encouraging you to share your opinion. You easily fall into communication with them when you both have a lot of ideas to share and the communication expands into interesting new areas. They are generous with their time in discussions with you.

Being communicated to by a S Style person. You find them actually quite nice people to communicate with. It sometimes seems, in your opinion, difficult for them to initiate the discussion and you may already be wondering if they have forgotten you or if there is something negative they do not want to share with you. But when they talk, they are polite in trying to express their message in a well constructed and positive manner. You may find them a bit careful in verbalising things which can get boring to you if they continue for too long. You find them good listeners.

Being communicated to by a C Style person. You find communicating with them sometimes quite challenging. You get a feeling they do not want to communicate, or at least not with you. They go straight to the point which you may find impolite. Also, they may not be able to express their message in a way that would make it easy for you to buy into it. When they talk, you do not want them to talk for too long (as you find them focusing mostly on the boring information) The good thing is that they often talkonly for a short time - and sometimes only send a text message or email.
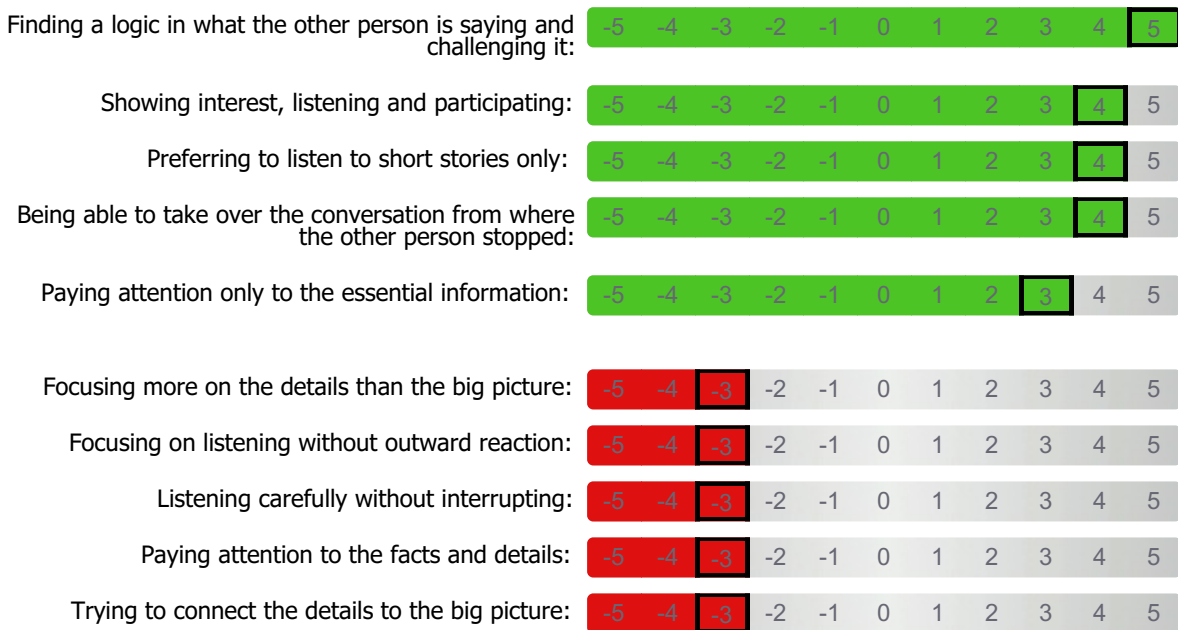
Can you identify some of the different DISC Styles communicating with you in your current remote work role? Have you noticed yourself being frustrated, maybe unnecessarily, when you communicate with a different DISC Style person? Are you able to see the message being conveyed by the different types of people?

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How do you listen?

The following list focuses on some of the most typical aspects of how people with your DISC Style usually listen. Listening is a skill that can be developed. The list below does not contain the listening skills that you may have acquired, but focuses on situations that are likely to be most natural for your style.

The more your score is to the right, the more natural that is for you. The more it is to the left, the less natural it is to require more effort and energy from you.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Finding a logic in what the other person is saying and challenging it:											**5**
Showing interest, listening and participating:										**4**	
Preferring to listen to short stories only:										**4**	
Being able to take over the conversation from where the other person stopped:										**4**	
Paying attention only to the essential information:									**3**		
Focusing more on the details than the big picture:			**-3**								
Focusing on listening without outward reaction:			**-3**								
Listening carefully without interrupting:			**-3**								
Paying attention to the facts and details:			**-3**								
Trying to connect the details to the big picture:			**-3**								

In your current remote work, can you identify listening situations that are most natural for you? How about situations that require you to leave your comfort zone and focus more to be able to truly listen and understand?
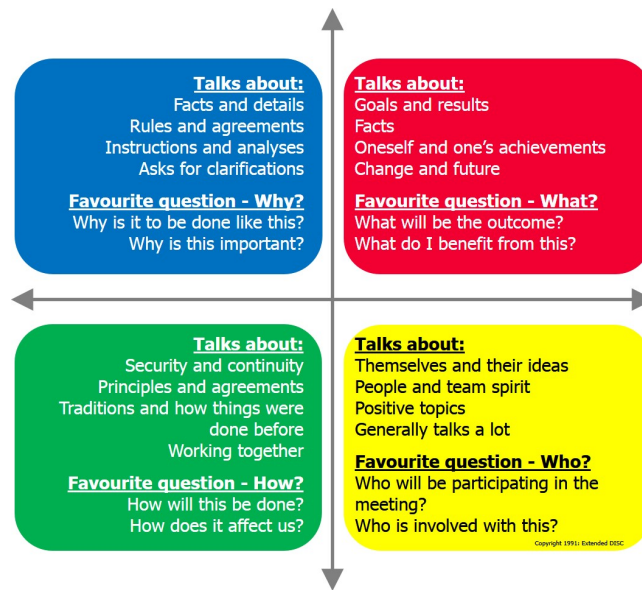
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Communication - How To Communicate With Your Team

This section focuses on how you communicate in a remote work role when connecting with your team or other groups of people. Communicating in virtual team meetings is also a skill that can be learned. If we have not acquired any additional skills, we usually communicate using our natural style. The following chart shows how different DISC Styles communicate in virtual meetings.

Talks about:
Facts and details
Rules and agreements
Instructions and analyses
Asks for clarifications

Favourite question - Why?
Why is it to be done like this?
Why is this important?

Talks about:
Goals and results
Facts
Oneself and one's achievements
Change and future

Favourite question - What?
What will be the outcome?
What do I benefit from this?

Talks about:
Security and continuity
Principles and agreements
Traditions and how things were done before
Working together

Favourite question - How?
How will this be done?
How does it affect us?

Talks about:
Themselves and their ideas
People and team spirit
Positive topics
Generally talks a lot

Favourite question - Who?
Who will be participating in the meeting?
Who is involved with this?

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For your reference, the below chart shows again your results on the Extended DISC® 4Q Model using team environment as the descriptive words.

C — **Thinking** — **D**

Creating new systems
Controls activities
Analysing pros and cons

Showing the direction
Making decisions
"Above" the team

Specialist
Maintaining routines

Challenging
Initiating change

Sensing — **Intuition**

Understanding others
Supporting

Activating others
Idea generator

Discussing
Listening
Helping

Relationship manager
Providing energy
Inspiring others

S — **Feeling** — **I**
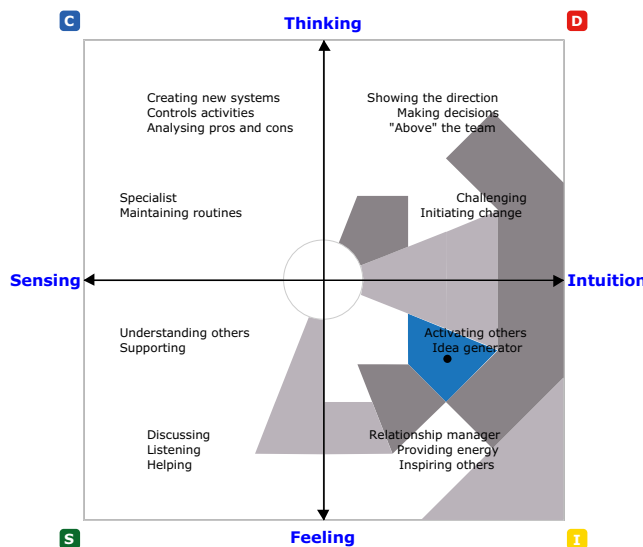
Your role in a team

The following lists includes different roles people can take in a team. The first list focuses on your most natural roles. The second list focuses on roles you can take, but that will require more energy and focus from you.

Most natural roles for you in a virtual team

Role	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining trust by inspiring people:											**5**
Maintaining trust by communicating actively:											**5**
Influencing team performance by inspiring to new ideas:											**5**
Making the team work together towards the goal:											**5**
Lively team member who involves others:											**5**
Introducer of a new perspective:											**5**
Bringing team-mates towards the goal:											**5**

Least natural roles for you in a virtual team

Role	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a specialist concentrating on work, alone:			**-3**								
Steady doer and care-taker:			**-3**								
Influencing team performance by quality control:			**-3**								
Maintaining trust with passive support:			**-3**								
Debarring anything to interrupt focusing on task in hand:			**-3**								
Accurate and demanding emphasiser of quality:				**-2**							
Pleasant in doing routine work and helper of others:				**-2**							

What is your role in your current virtual team? Are you able to take on a role that is the most natural for you?

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Communication - How To Initiate Communication With Others

This section focuses on how you communicate in a remote work role when you are the initiator of the communication. We all have our natural ways of expressing ourselves. None of them is better than another - just different. It is important to understand how your communication style differs from the communication style of different types of people. Understanding how other people hear you helps you to adjust your communication with others.

When you initiate a communication with a D Style person...

As you are a high I Style person, people with D communication style may find you easily getting off-topic, talking too long about something that could be expressed in a much shorter way. When you try to be polite, they may question your honesty thinking you are trying to avoid telling the whole truth. To avoid the common challenges created when two different DISC styles communicate, please note the following:

- Show that you are strong but you also respect his/her strength
- Summarise the main points that you have discussed and agreed upon
- Focus on the topic in your product presentation
- Justify your opinions to him/her
- Be very systematic and concise in what you say

When you initiate a communication with an I Style person...

As you are a high I Style person, people with I communication style may find you easy to get along with, polite, and an expressive and enthusiastic communicator. Also, they find you easy to identify with, and a person who can take their story and continue it from where they ended. To avoid the common challenges created when two I Style people communicate, please note the following:

- Talk briefly and clearly, offering him/her more opportunities to talk
- Get to the point but do not talk too long
- Try to get him/her to talk
- Let him/her tell the best story
- Make sure that you are not pushy

When you initiate a communication with a S Style person...

As you are a high I Style person, people with S communication style may find your communication quite inspiring and fun. They like to listen to you because they feel you are not actually interested in their opinion. They are good listeners and make you feel they like what you are saying - encouraging you to continue. To avoid the common challenges created when two different DISC styles communicate, please note the following:

- Use a modest tone of voice
- Provide him/her with all of the facts they need
- Provide an overview of what you are going to say before you begin
- Progress step-by-step
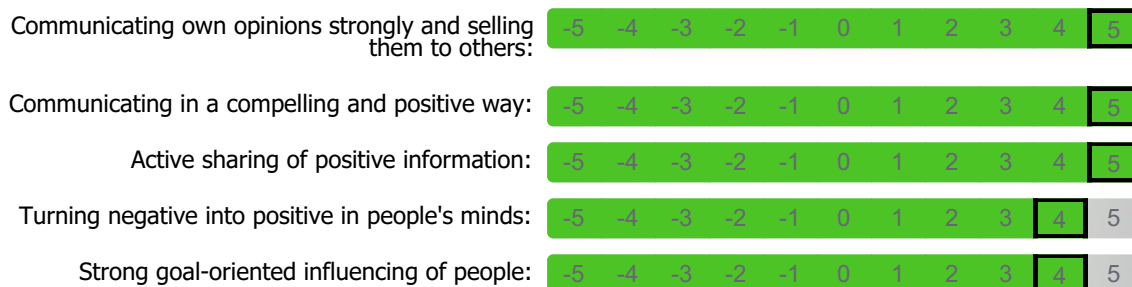- Demonstrate that you are honestly trying to help him/her

When you initiate a communication with a C Style person...

As you are a high I Style person, people with C communication style may find your communication too superficial and they may even think you do not know much about the topic you are talking about. They trust facts and your way of including emotions and tendency to add colour to your stories may make them lose trust in what you are saying. To avoid the common challenges created when two different DISC styles communicate, please note the following:
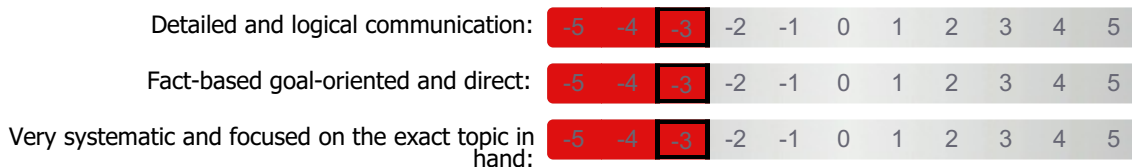
- Set aside time proving the quality of your product/service
- Maintain the distance he/she wants to keep
- Provide him/her with more facts than they have asked for
- If you require anything from him/her state it well in advance
- Be prepared to present all possible details but do not do it before he/she asks for them

Your communication style in general

The following is a list of communication styles that are most natural for you. In remote work, communication is among the most important skills we need to have. Working remotely makes communication more challenging as we do not meet the other people face-to-face, but are limited by the features of electronic communication media.

Communicating own opinions strongly and selling them to others:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Communicating in a compelling and positive way:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Active sharing of positive information:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Turning negative into positive in people's minds:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Strong goal-oriented influencing of people:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5

The following list focuses on the communication styles that are not natural for people with your DISC Style. You can do well in these situations, but they require more focus, concentration, planning and energy from you.

Detailed and logical communication:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Fact-based goal-oriented and direct:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Very systematic and focused on the exact topic in hand:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5

Think of your current remote work role and the related communication situations. How well can you use your most natural communication style in your current role? To what aspects of communication should you pay attention to be more effective?
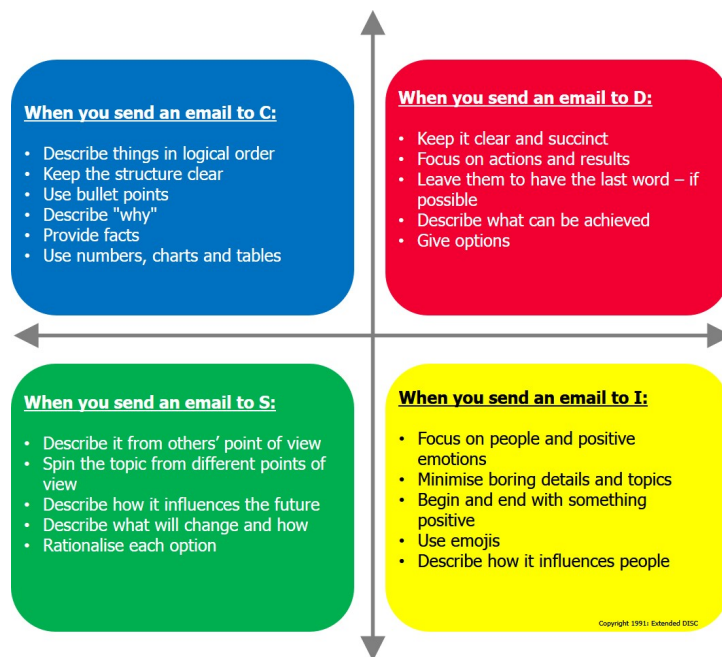
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When you send emails

Below you will find some tips on how to adjust your typical emails when you are communicating with the different DISC Styles. With emails, like in any communication, the content is the important part. However, people often notice first what the email looks like, form their opinion about the appearance and only after that start reading it. If your email style is very different from what the recipient prefers, they may have a negative attitude toward your email even before reading it. And worse, toward all your future emails. This can be avoided by simply thinking about the receiver's DISC Style and not only the content of the email.

When you send an email to C:

- Describe things in logical order
- Keep the structure clear
- Use bullet points
- Describe "why"
- Provide facts
- Use numbers, charts and tables

When you send an email to D:

- Keep it clear and succinct
- Focus on actions and results
- Leave them to have the last word – if possible
- Describe what can be achieved
- Give options

When you send an email to S:

- Describe it from others' point of view
- Spin the topic from different points of view
- Describe how it influences the future
- Describe what will change and how
- Rationalise each option

When you send an email to I:

- Focus on people and positive emotions
- Minimise boring details and topics
- Begin and end with something positive
- Use emojis
- Describe how it influences people

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When you leave a message

When working remotely, we do not often have a chance to connect with someone immediately when we need to. Instead, we need to leave a voicemail message and to wait for them to return the call. Similarly, as with any communication, we also have our personal style of leaving messages. Below you will find an example of a typical message a person with your DISC Style may leave and an analysis of how people with different DISC Styles typically react to that message.

"This is Sam. Hope you are having a great day. I just met this person who told about me all the great things you are working on at the moment. That is so cool! By the way, please call me back to me when you have a moment - I'd like to just chat with you."

Some people may find their mind drifting when they are listening/reading your message. They may get a feeling you just called them for no reason and do not want to call you back as they are already busy without you taking more of their time. Add something about what you are planning to talk about and perhaps how they could prepare for that call.

Working Remotely - My Summary and Action Plan

Please go through the workbook again and review your notes for each of the sections. You may have listed multiple ideas of what to do, what to change, what not to do, what you require from others, how to adjust your attitude, how to organise your day, etc. All of those ideas are valuable and benefit you and your work. However, some of them may be more urgent or important - as a result, you should prioritise them first. Identify **two** ideas from each section that you want to focus on first and write them down below.

Self-Directiveness

1 _____

2 _____

Self-Discipline

1 _____

2 _____

Self-Motivation

1 _____

2 _____

Self-Communication

1 _____

2 _____

Self-Care

1 _____

2 _____

My Attitude

1 _____

2 _____

My Trustworthiness

1 _____

2 _____

My Adaptability

1 _____

2 _____

Communication - To / With / From

1 _____

2 _____

3 _____

To contact us for further information:

Thank you for being interested in developing yourself and developing self-awareness - Enjoy your remote work!