

Cleaver DISC and Emotional Intelligence Training Manual

2018



CLEAVER

Marston's Research

BASED ON 1920-30's WORK BY PROFESSOR WILLIAM MARSTON

- LIE DETECTOR
- WONDER WOMAN
- EMOTIONS OF NORMAL PEOPLE

NOTES:

SITUATIONS: ANTAGONISTIC vs. FRIENDLY	
RESPONSES: PROACTIVE vs. REACTIVE	
- POST WW II -	
PROBLEMS =	DOMINANCE = DRIVE TO ACCOMPLISH IN SPITE OF OBSTACLES OR ANTAGONISTIC CIRCUMSTANCES
PEOPLE =	INFLUENCE = INFLUENCING OTHERS TO ACT POSITIVELY
PROCESS =	STEADINESS = PRODUCE CONSISTENTLY & PREDICTABLY
POLICY =	COMPLIANCE = CAREFUL ADHERENCE TO EXACTING STANDARDS TO AVOID ERROR, DANGER OR RISK

DISC

<p>PROBLEM DOMINANCE PROACTIVE ANTAGONISTIC</p>	<p>PEOPLE INFLUENCE PROACTIVE FAVORABLE</p>
<p>POLICY COMPLIANCE REACTIVE ANTAGONISTIC</p>	<p>PROCESS STEADINESS REACTIVE FAVORABLE</p>

NOTES:

Behavior: T, M, L Profiles and HFJD

BEHAVIOR

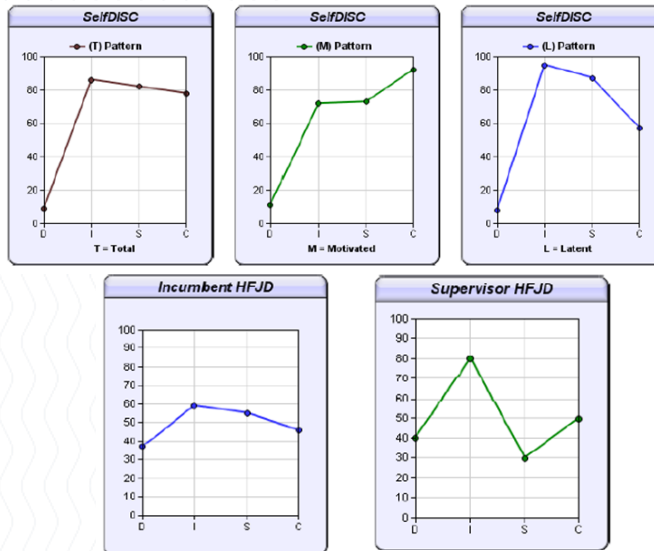
A person's behavior is measured against four dimensions: D, I, S, C.

- **D** stands for **Dominance** and measures how one deals with problems.
- **I** stands for **Influence** and measures how one deals with other people.
- **S** stands for **Steadiness** and measures how one deals with routine and pace.
- **C** stands for **Compliance** and measures how one deals with policy or procedure.

There are 5 graphs related to behavior:

- The **T pattern graph** represents the total or everyday observable behavior of the individual.
- The **M pattern graph** is what current changes are occurring in the individual's behavior (what they are motivated to change).
- The **L pattern graph** is how the individual behaves in extreme situations such as stress. This is the least observable but tends to be the most accurate depiction.
- **HFJD by Incumbent** graph is how the individual sees the job.
- **HFJD by the Supervisor** is how the Supervisor sees the job.

DO THEY MATCH?



NOTES:

DISC Outstanding Characteristics

OUTSTANDING CHARACTERISTICS

Dominance

- High D:** Loves a challenge, comfortable in antagonistic situations, takes risks, makes decisions with ease, direct and straightforward in encountering others, adventurous. May be overbearing, overly critical, reckless, risky, impatient.
- Low D:** Seeks peace and harmony, prefer to let others take initiative in antagonistic situations, will sacrifice to accommodate others, avoid risk, more comfortable with indirect approaches, patient, calm. May need support in antagonistic situations, need clear directions, may be not comfortable making big decisions, need more practice with encounter.

Influence

- High I:** Outgoing, positive, optimistic, motivated by others, enthusiastic, willing to help others with projects, meet people easily, articulate. May be too trusting of others, shallow or superficial, inconsistent in order to please everyone.
- Low I:** Logical, objective, seek understanding of things and how they work, analytical, prefer to work alone, good at figuring things out themselves. May be critical of themselves, seem withdrawn to others, struggle with relationships and first impressions.

Steadiness

- High S:** Follows through with work, works steadily, keeps routines, easygoing, relaxed, patient, consistent, not easily triggered. May struggle in new environments or change, not be comfortable with many projects at once, can be possessive, may not be inclined to go above "status quo."
- Low S:** Flexible, on the move, likes variety and changing environments, multi-tasking, look for new and different. May be disorganized, not follow through with all projects, be hard to locate at times, take on too much.

Compliance

- High C:** Comfortable with following policy and procedure, likes systems, steps, peaceful, adapt to avoid antagonism, seek appreciation, loyal, cautious, makes good educated decisions. May be too much of a perfectionist, not comfortable taking risks, may be too reflective, may not have a lot of self-confidence (dependent on policies, procedures, etc.)
- Low C:** Independent, adventurous, free spirit, can wing it easily, prefer to be measured by end results, unconventional, ready to try anything. May be a rule-breaker, not easily mimicked (when training or teaching others), may be frustrated with more conservative styles.

NOTES:

Behavior Combinations (HF = Functional, SD = Behavioral Descriptions)

BASIC COMBINATIONS OF BEHAVIOR

The **HF paragraph** is written in terms of the functional job requirements.

The **SD paragraph** is written to indicate the behavioral aspects of the job as well as the expected behavior of the individual possessing these characteristics.

D/I = Creative / Direct

- **HF** – Challenging situations require exploring the unknown or untried and coming up with unique or imaginative solutions to problems. This approach is usually oriented to technical, abstract or conceptual areas. Original solutions must be attained in the realm of things or ideas. In lower level jobs, the problems tend to be limited to equipment, tools or things.
- **SD** – He/She tends to be logical, critical and incisive in his/her approach to attaining goals. He/She would be most challenged by problems requiring original and analytical effort. He/She may be blunt and critical with people.

D/S = Urgency / Scope

- **HF** – Tangible, measurable results must be obtained despite opposition or resistance to their accomplishment. There is pressure to meet deadlines in an environment laced with a wide variety of problems and unexpected interruptions.
- **SD** – He/She responds quickly to a challenge and has mobility and flexibility in his/her approach. He/She tends to be a versatile self-starter who responds rapidly to competition.

D/C = Authority / Individuality

- **HF** – Antagonistic situations require taking direct and positive action where there may be little or no precedent. The job carries freedom to act and the authority to make decisions, even when these decisions may be unpopular. Note: Always pay attention to the "Authority Issue" in jobs.
- **SD** – He/She acts positively and directly in the face of opposition. A forceful individual, he/she will take a stand and fight for his/her position. He/She is willing to take a chance and may even overstep prerogatives.

I/D = Goodwill

- **HF** – Situations involving people require creating and maintaining good will as well as making a good impression both personally and for one's company. This job features a "soft sell" and long range or relatively intangible results. Cultivating new relationships is generally required. The approach is indirect.
- **SD** – He/She tends to behave in a poised, cordial manner displaying a "social assertiveness" in situations perceived by him/her to be favorable and unthreatening. He/She tends to exude charm and strives to establish rapport at first contact with people.

NOTES:

Behavior Combinations (continued)

C/D = Adaptability

- **HF** – Avoidance of trouble is the keynote of this job. The incumbent is expected to act with caution in conformity with rules, regulations, and protocol. In combination with a high I, avoidance of trouble with people should be stressed. In combination with a low I, avoidance of trouble with things is highlighted; therefore, accuracy, precision and attention to detail are featured. Note: Always pay attention to the “Authority Issue” in jobs.
- **SD** – He/She tends to act in a careful, conservative manner and is generally willing to modify or compromise his/her position in order to achieve his/her goals. A strict adherer to policy, he/she may appear arbitrary and unbending in following a set rule or formula. He/She desires harmony and prefers an atmosphere free from antagonism.

C/I = Perfectionism

- **HF** – Job demands avoidance of trouble with things. Attention to detail and precision are required to insure that standards are met accurately and without error. Use of formulae, gathering of facts, and inspecting to specification are representative job samples.
- **SD** – This person tends to be a stickler for systems and order. He/She makes decisions based on proven precedent and known facts. In all his/her activity, he/she tries to meticulously meet standards that have been established by either himself/herself or others.

C/S = Alertness / Awareness

- **HF** – Concern for the consequences of action and alertness to quality are key components in this job. The position may involve a variety of activities in which stress is placed on accuracy or awareness of protocol or regulations, yet there is an urgency to “do something”
- **SD** – This individual would be concerned with avoiding risk or trouble. Tension may be evident particularly when he/she is under stress for results. Generally, uneasiness is evident until he/she has absolute confirmation of the correctness of his/her action or decision.

D=C = Ambivalence / Vacillation

“When active dominance and active compliance, evoked by the same stimulus, take place simultaneously, they tend to cancel each other out, or at least, mutually to modify one another.”

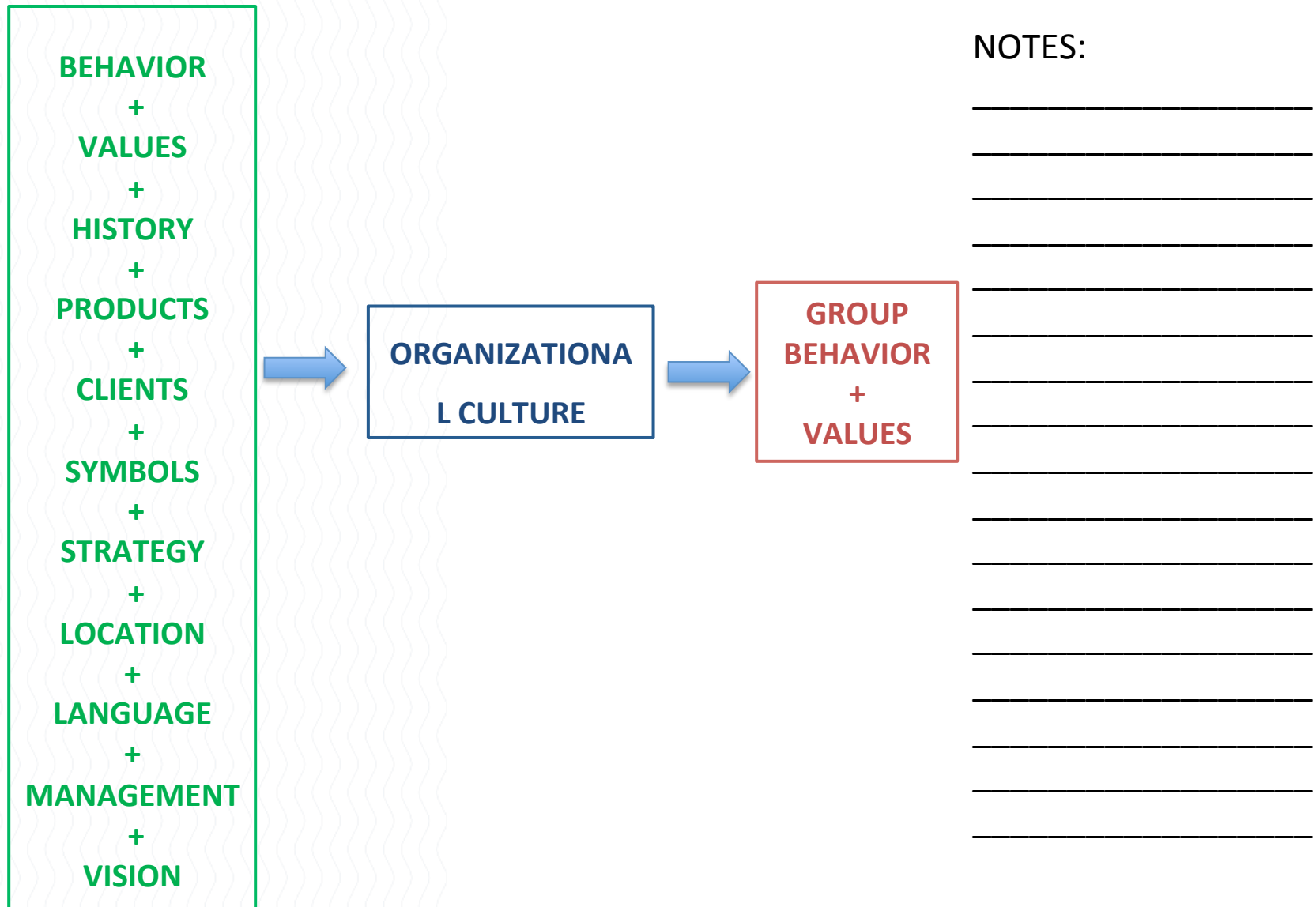
- Emotions of Normal People by William Moulton Marston

High D with High C

- **HF** – This job involves coming up with proposed solutions to problems and critically analyzing the pros and cons of any particular solution. It may require checking and double checking, with the final action being the presentation of a balance sheet listing advantages and disadvantages. The job carries no authority to implement action. **RED FLAG:** Many times this combination indicates responsibility for results without the necessary authority to act in order to effectively achieve those results. Note: Always pay attention to the “Authority Issue” in jobs.
- **SD** – Since this individual has an equal striving for accomplishment and quality, he/she is often seen as a perfectionist. In a positive sense, this is a person who will not accept “any answer” to a problem, but strives

NOTES:

Organizational Culture



Cultures

NOTES:

- STRONG CULTURES...**
- **20-30% of the differential in performance compared to “culturally unremarkable.”**
 - **7% lower compensation**
 - **30% less turnover** (Wikipedia)

- WEAK CULTURES...**
- **Must rely on policies and procedures**

- CULTURES are:**
- **Shared, Pervasive, Enduring, and Implicit (Silent Language)**

SUB CULTURES?

WHAT IS THE DANGER OF TOO STRONG A CULTURE?

Alpha Males and Females

COACHING “ALPHAs”

NOTES:

1. Natural Leaders – Comfortable with responsibilities in a way non-alphas can never be.
2. Being in-charge is a thrill.
3. Independent and action-oriented.
4. Take high level of performance for granted – both for themselves and others.
5. Very smart, quick, have answers early and often – Responses become intuitive.
6. Great mid-level managers.
7. Their intuition is normally correct so they focus on the flaws in other’s argument.
8. Leadership style evolves from constructive to intimidating, or even abusive.
9. Impatient...They read ahead... Miss subtle details.
10. People avoid them – Work around them.
11. Little or no “EQ” – curiosity about feelings and emotions... Feelings detract from getting the job done.
12. Alphas don’t recognize their own emotions – anger, impatience, disruption – and their impact on others.
13. Challenge to connect with.
14. **Female Alphas – Much more collaborative and attention to feelings. They minimize conflict.**

Emotional Intelligence

NOTES:

WHY EMOTIONAL INTELLIGENCE?

- #1 PREDICTOR OF PROFESSIONAL SUCCESS & PERSONAL EXCELLENCE – MORE THAN EDUCATION, KNOWLEDGE, OR INTELLECTUAL HORSEPOWER.
- EQ STRATEGIES ARE RESPONSIBLE FOR 58% OF PERFORMANCE IN ALL TYPES OF JOBS.
- OUR BRAINS ARE HARD-WIRED TO GIVE OUR EMOTIONS THE UPPER HAND ... SPINE > FEEL > RATIONAL THINKING.
- 90% OF HIGH PERFORMERS ARE ALSO HIGH IN EQ ... AND ON THE FLIP SIDE, JUST 20% OF LOW PERFORMERS ARE HIGH IN EQ.

Triggering Events

TRIGGERING EVENTS

WRITE TWO OF YOUR PERSONAL TRIGGERS FOR EACH FEELING.

ASK SOMEONE WHO KNOWS YOU VERY WELL TO MAKE THE SAME LIST.

DO THEY OVERLAP?

NOTES:

Emotional Intelligence Grid

<p><u>Personal Awareness:</u></p>	<p>SELF-AWARENESS</p>	<p>SELF-MANAGEMENT</p>
<p><u>Personal Competency:</u></p>	<p>SOCIAL AWARENESS</p>	<p>RELATIONSHIP MANAGEMENT</p>

NOTES:

Cleaver 360 Composite – “Xmas Tree”

CLEAVER 360 ASSESSMENT SKILL COMPOSITE SCORES

Leadership Assessment Skills	Rater #1	Rater #2	Rater #3	Rater #4	Rater #5	Rater #6	Rater #7	Rater #8	Total
APPLIED KNOWLEDGE									
Business/Financial Acumen - Technical Credibility			■						
Knowledge of Management	■			■		■		■	3
MENTAL AGILITY									
Planning (Strategic and Tactical)		■				■			
Strategic Thinking / Decision Making								■	
Judgment	■								
Continuous Improvement - Innovation									
PROFESSIONAL MANAGEMENT									
Self-Motivation									
Use of Time (Priorities)		■		■		■			
Collaboration and Organizational Perspective									
Delegation		■	■	■					
Communication									
Talent / Succession Development	■				■		■	■	4
EFFECTIVENESS WITH PEOPLE									
Understanding Human Behavior	■	■	■	■		■	■		4
Motivation of Others		■	■		■		■	■	4
Influencing - Inspirational Leadership									
MANAGEMENT TEAM CONTRIBUTION									
Integrity	■		■	■			■	■	5
Team Relationships					■	■			
Discipline to Achieve Standards (Individual)									
Company Dedication		■			■	■			3
Change Management			■						
Executive Disposition									
RESULTS									
Accomplishment of Objectives	■			■					
Accepting Responsibility and Accountability					■				

NOTES:

Cleaver Resource Executive



Peter Miles has three decades of experience working as a leader in commercial banking and high tech manufacturing. He was trained by John Cleaver in 1980 in Cleaver Company's tools and methods, and used Cleaver methods to merge eight independent banks into a single bank holding company with a strong sales mentality. He joined Cleaver as a Resource Executive in 2014. Pete has also served as an Adjunct Professor, teaching business courses in finance, personnel management, and organizational behavior. He received his BS in Engineering from West Point and his MBA from the University of New Hampshire.

Thank you!

We provide coaching, training and consulting to evolving companies who want to optimize human capital by linking thought leadership, organizational design and people development.

