



# Creating High-Performing Teams



**LEAD LIKE JESUS**

## Creating High-Performing Teams

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# Recognize Key Teambuilding Concepts

## Build a High-Performing Team

- ▶ Discover the 5 R's of an effective team
- ▶ Determine your team location on the Team Performance Curve
- ▶ Build trusting relationships - the foundation of a High-Performing Team

# What God's Word Says About Teamwork

## 1. Ecclesiastes 4:9-10

*Two are better than one, because they have a good return for their labor: If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up.*

## 2. Proverbs 27:17

*As iron sharpens iron, so one person sharpens another.*

## 3. 1 Corinthians 12:17-20

*If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? But in fact God has placed the parts in the body, every one of them, just as he wanted them to be. If they were all one part, where would the body be? As it is, there are many parts, but one body.*

## 4. Hebrews 10:24-25

*And let us consider how we may spur one another on toward love and good deeds, not giving up meeting together, as some are in the habit of doing, but encouraging one another – and all the more as you see the Day approaching.*

## 5. 1 Peter 4:8-10

*Above all, keep loving one another earnestly, since love covers a multitude of sins. Show hospitality to one another without grumbling. As each has received a gift, use it to serve one another, as good stewards of God's varied grace.*

## 6. John 13:34

*A new command I give you: Love one another. As I have loved you, so you must love one another.*

## Lead Like Jesus Principles: Our Identity in Jesus

We've all heard TEAM described as "Together Everyone Achieves More." To make that happen, however, it is imperative that we consider the heart of each team member. Each person's internal heart condition makes all the difference in team results and relationships. So Lead Like Jesus asks two important questions for every team leader/member to answer: "Whose Am I?" and "Who Am I?"

### Whose Am I?

The first question - Whose are you? - asks you to consider who is the primary authority and audience for your life? Who is the one you trust the most? Jesus gave us a wonderful example in Matthew when He went into the wilderness and was tempted by Satan with instant gratification (food and drink), recognition (all the kingdoms of the world), and misuse of power (throw yourself down). In every situation, Jesus modeled "Whose He Was" perfectly. He knew He belonged to the Father, and therefore always lived in congruence with His purpose. Likewise, we need to begin any journey we are on individually or as a team by asking and answering the question: "Whose Am I?"

### Who Am I?

Once you understand "Whose" you are, then you can begin the journey of discovering "Who" you are! The answer to this question defines your life purpose and identity. You were born with a purpose and a plan and you were created perfectly to fulfill it. It is important to know your behavioral strengths, limitations, abilities and skills and know that God has uniquely wired you to help complete His plan.

Research suggests that accurate self-awareness is one of the best indicators of a team's effectiveness. Harvard Business Review published a study, conducted on 58 teams and more than 300 leaders, that measured the extent to which accurate self-awareness was related to team effectiveness.

*"First, when individuals were less self-aware (i.e., there was a large gap between the assessments of their own behavioral contributions and the assessments of their team members), the teams substantially suffered. In fact, teams with less self-aware individuals made worse decisions, engaged in less coordination, and showed less conflict management. These findings held even when we controlled for teams' overall levels of teamwork.*

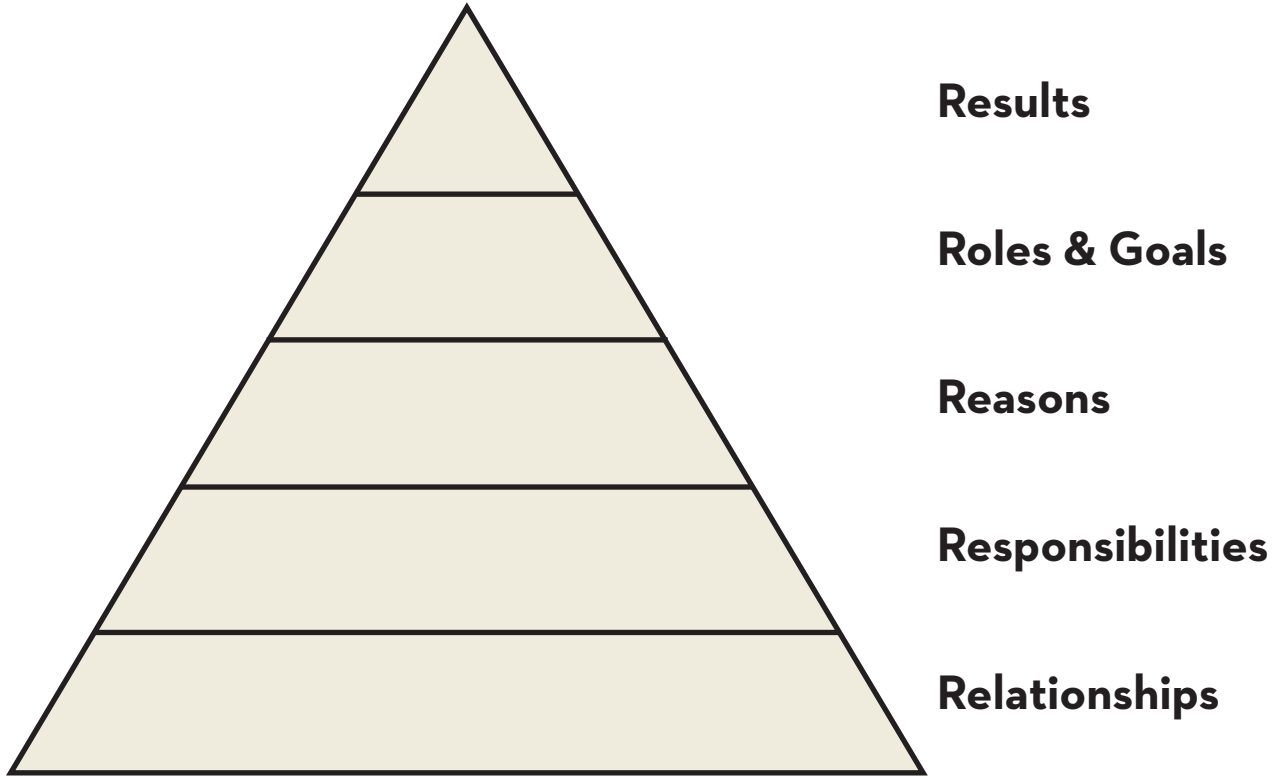
*"Second, the most damaging situation occurred when teams were comprised of significant over-raters (i.e., individuals who thought they were contributing more than their team members thought they were). Just being surrounded by teammates of low self-awareness (or a bunch of over-raters) cut the chances of team success in half."*

Just as accurate self-awareness can have a positive impact on our teams, families and relationships, inaccurate or poor self-awareness can have a very disruptive impact in these same areas.





# The Five Dysfunctions of a Team\* and Creating High-Performing Teams



\*From the book *The Five Dysfunctions of a Team* by Patrick Lencioni

## Notes:

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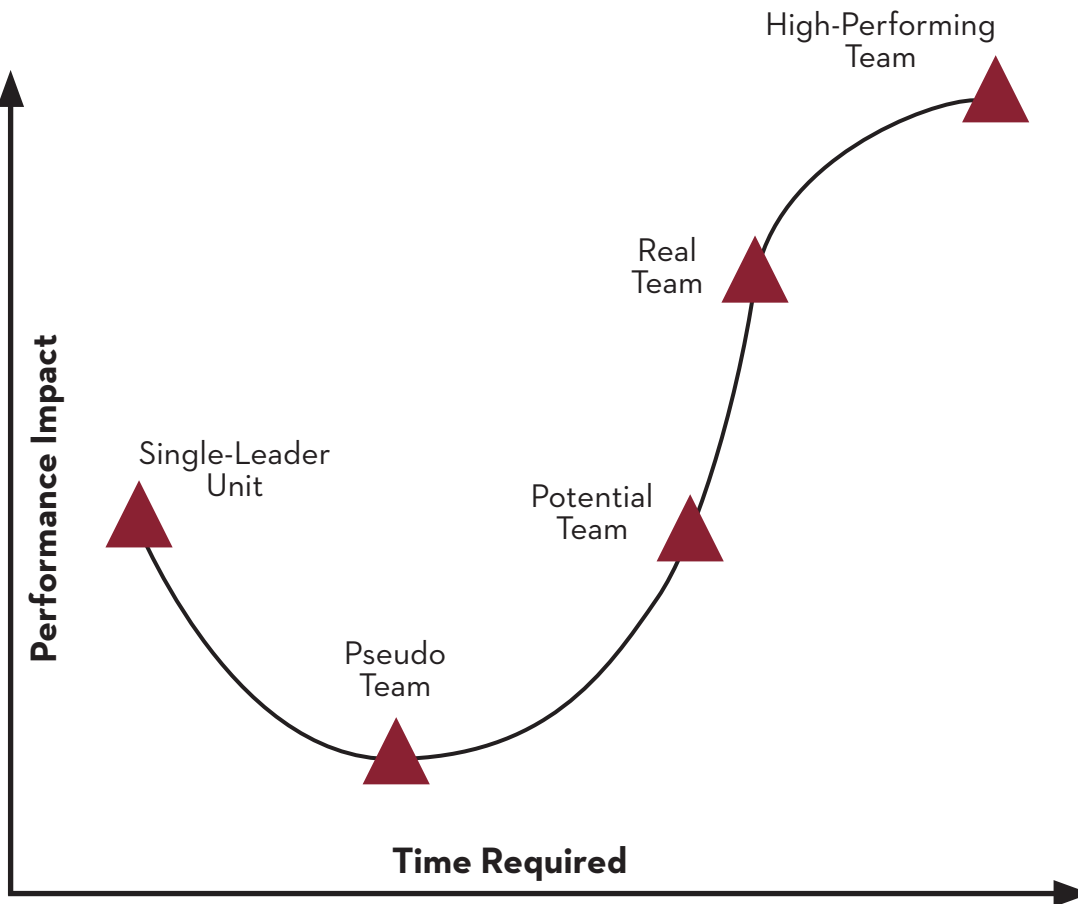
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## The Team Performance Curve



*“The primary objective of a team effort must be the members’ collective performance results rather than an elusive notion of working together better*

*Teams at the top indeed delivered team performance, but only when a performance challenge was particularly compelling and urgent.”*

From *The Wisdom of Teams*  
Jon Katzenbach and Douglas Smith

# Types of Teams\*

## 1. Working Group or Single-Leader Unit

This is a group for which there is *no significant incremental performance need* or opportunity that would require it to become a team. The members interact primarily to share information, best practices, or perspectives and to make decisions to help each individual perform, within his or her area of responsibility.

## 2. Pseudo Team

This is a group for which there could be a significant, incremental performance need or opportunity, but it *has not focused on collective performance and is not really trying to achieve it*. It has no interest in shaping a common purpose or set of performance goals, even though it may call itself a team.

## 3. Potential Team

This is a group for which there is a significant, incremental performance need, and *that is really trying to improve its performance impact*. Typically, however, it requires more clarity about purpose, goals, or work-products and more discipline in hammering out a common working approach.

## 4. Real Team

This is a small number of people with complementary skills who *are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable*.

## 5. High-Performing or Extra-Ordinary Team

This is a group that meets all the conditions of real teams, and has *members who are also deeply committed to one another's personal growth and success*. The high-performing team significantly outperforms other like teams, and outperforms all reasonable expectations given its membership.

- a. Which of these definitions best describes the way your team functions most of the time?
- b. Give examples of the way the team functions that support your decision.
- c. Which of these definitions describes the team that you aspire to?

\*“Types of Teams” is from *The Wisdom of Teams* by Jon Katzenbach and Douglas Smith.

# Together Everyone Achieves More

## The Definition of a High-Performing Team

A small group of people (3-15) working together to achieve an agreed-upon objective. The group is committed to a common purpose, has complementary skills and shares performance goals. The group agrees that while reaching goals is important, how they are reached is also important, so they hold each other accountable for both shared values and results.

## The Objectives of a High-Performing Team

1. Productivity goals are accomplished by the individual team members, and therefore the collective performance goals of the team are also achieved. Each member makes a contribution, in alignment with a common purpose.
2. The members of the team develop high levels of satisfaction and commitment, and they are energized to accomplish the things that need to be done.
3. The abilities, skills, talents and resources of team members are used to the fullest, creating a highly motivational environment.

## The Purpose of a High-Performing Team

To develop a cohesive and productive work unit and achieve results. Achieved through the following processes:

1. Developing an understanding of the team's purpose and shared values.
2. Discovering and valuing style differences and building trust.
3. Communicating open and honest feedback, and encouraging ideological conflict.
4. Obtaining an accurate idea of the roles and goals of each team member.
5. Committing to standards and actions that will lead to team results.

# **DISCover Your Personal Behavioral Style**

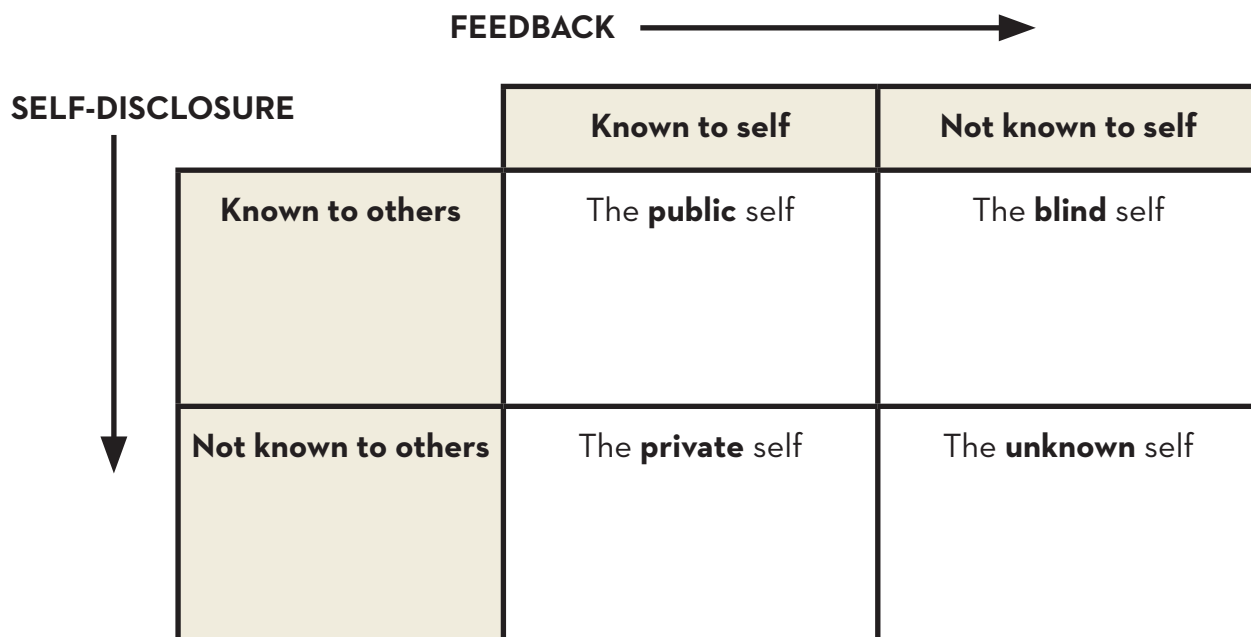
## **Recognize the Style God Gave You**

- ▶ Understand your preferred behavioral style
- ▶ Recognize the characteristics of each style
- ▶ Adapt your style for more effective results

# The Johari Window

## A Useful Model for Introducing Human Behavior

A contemporary model for learning about one's interpersonal relationships is the Johari Window. This model is a great complement to the DISC model in understanding and discussing human behavior. The Johari Window suggests that in every relationship, there are four areas in which one gives and receives information about oneself.



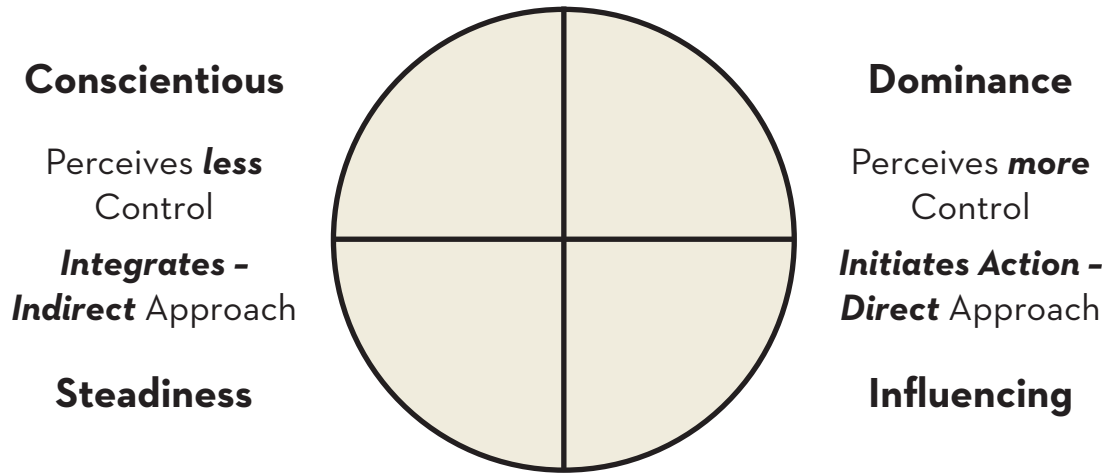
### Two Key Ideas of the Johari Window Model:

- ▶ Self-Disclosure: Individuals can build trust with others by being \_\_\_\_\_ and by disclosing appropriate information about themselves.
- ▶ Feedback: Individuals can learn how their \_\_\_\_\_ impacts their results and their relationships with the help of feedback from others.

**Combining the DISC model with the Johari Window model creates a shared language that allows people to discuss behavior in a safe and non-threatening way – without judgment!**

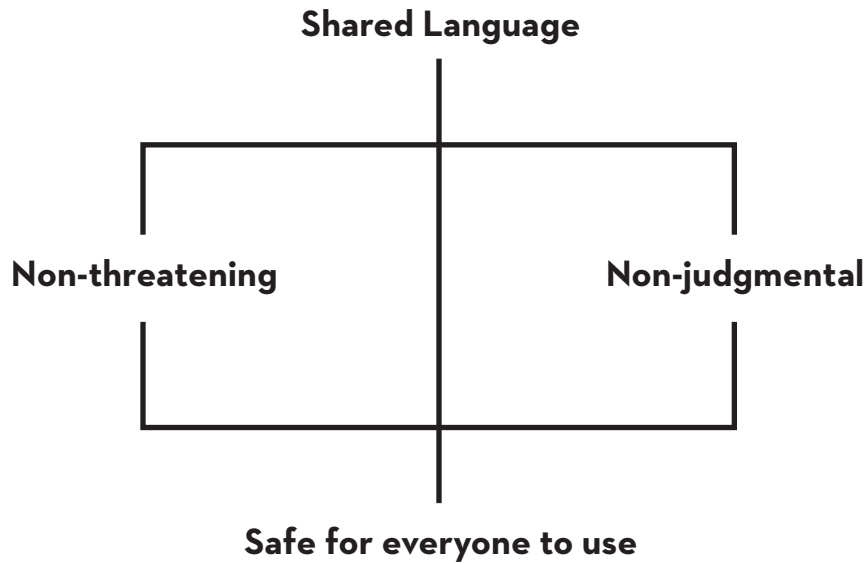
# The Classic DISC Model

Perceives Unfavorable Environment – Guarded and Questioning



Perceives Favorable Environment – Open and Accepting

## DISC = Common Language



## Four DISC Style Descriptions

### High-D Behavioral Tendencies:

1. Goal: Control; Immediate \_\_\_\_\_ results
2. Fear: \_\_\_\_\_ of control; being manipulated
3. Motivated by: Challenges and \_\_\_\_\_
4. Strengths: Risk Takers, forceful, problem solvers, self-assured
5. Pride: Choosing to always be the \_\_\_\_\_ in decisions
6. Under pressure: Lack of \_\_\_\_\_ for other's feelings; impatience

### High-I Behavioral Tendencies:

1. Goal: Building \_\_\_\_\_; approval
2. Fear: Rejection; being \_\_\_\_\_
3. Motivated by: \_\_\_\_\_ experiences
4. Strengths: Optimistic, appreciative, fun, inclusive
5. Pride: Choosing relationships that only offer approval and \_\_\_\_\_
6. Under pressure: Impulsive, lack of \_\_\_\_\_

### High-S Behavioral Tendencies:

1. Goal: Harmony; \_\_\_\_\_
2. Fear: Sudden \_\_\_\_\_ changes; ambiguity
3. Motivated by: Maintenance of the status quo; \_\_\_\_\_ others
4. Strengths: Good listener, team player, loyal, patient
5. Pride: Choosing to maintain \_\_\_\_\_ with passive aggressive actions
6. Under pressure: Indirect; \_\_\_\_\_ own needs

### High-C Behavioral Tendencies:

1. Goal: Accuracy and \_\_\_\_\_
2. Fear: Criticism of their \_\_\_\_\_; making a mistake
3. Motivated by: Being \_\_\_\_\_ and data
4. Strengths: Analytical, diplomatic, systematic, logical
5. Pride: Choosing only action plans that can be \_\_\_\_\_
6. Under pressure: Overly critical of self and others; may appear \_\_\_\_\_



## Basic Concepts

- Similar styles tend to be compatible \_\_\_\_\_.
- Work task effectiveness is strengthened by mixing different styles.
- Mixing different styles may result in \_\_\_\_\_.
- All styles can work together provided certain conditions exist:
- Mutual \_\_\_\_\_  
Mutual \_\_\_\_\_  
A willingness to \_\_\_\_\_

## Adaptability

### Adaptability

Adaptability - The willingness to modify my behavior for the sake of the relationship.

Adaptability is a skill that can be learned.

### The Golden Rule

- Do unto others as you would have them do unto \_\_\_\_\_ (Matthew 7:12).

### The Platinum Rule

- Do unto others as \_\_\_\_\_ want to be done unto.

### The Titanium Rule

- Do unto others as \_\_\_\_\_ would do unto them.

# Style Shifting: Improving Your Adaptability

Style shifting is defined as temporarily adjusting your own personal style to encourage positive interaction with others. Although permanent style changes are both unrealistic and impractical, temporary style shifting is both possible and practical.

## Style shifting requires three steps:

1. Knowing your own style.
2. Recognizing the style of another.
3. Shifting your style to meet his/her behavior.

## Here are important shifts for each behavioral style:

### High C

- Verbalize feelings
- Pay personal compliments
- Be willing to spend time on the relationship
- Engage in small talk – socialize
- Use more friendly non-verbal language (i.e. smile, nod affirmatively)

### High S

- Get to the point more quickly
- Volunteer information more readily
- Be willing to disagree and share your reasons for disagreeing
- Act on your convictions
- Initiate conversation

### High D

- Ask for opinions of others
- Negotiate decision-making
- Listen without interruptions
- Adapt to time needs of others
- Allow others to assume leadership more often

### High I

- Talk less
- Restrain your enthusiasm
- Make decisions based on fact
- Stop and think before speaking
- Listen to and acknowledge the thoughts of others

# Build Effective Relationships with DISC

## Adapt Your Style for Enhanced Relationships

- ▶ Recognize how Jesus perfectly loved each person according to his/her unique behavioral style
- ▶ DISCover how to respond to, relate to, and reinforce each D, I, S, and C style
- ▶ Plan a strategy to enhance your relationships



## Jesus' Modeling the Ideal Leadership Style

*"When Jesus arrived, He found that Lazarus had already been in the tomb for four days ... As soon as Martha heard that Jesus was coming, she went to meet Him.*

*Then Martha said to Jesus, 'Lord, if you had been here, my brother wouldn't have died. Yet even now I know that whatever You ask from God, God will give You.'*

*'Your brother will rise again,' Jesus told her.*

*Martha said, 'I know that he will rise again in the resurrection at the last day.'*

*Jesus said to her, 'I am the resurrection and the life. The one who believes in Me, even if he dies, will live. Everyone who lives and believes in me, will live. Everyone who lives and believes in Me will never die – Do you believe this?'*

*'Yes, Lord,' she told Him. 'I believe You are the Messiah, the Son of God, who comes into the world.'*

*Having said this, she went back and called her sister Mary, saying in private,*

*'The Teacher is here and is calling for you.'*

*As soon as she heard this, she (Mary) got up quickly and went to Him.*

*When Mary came to where Jesus was and saw Him, she fell at His feet and told Him, 'Lord, if you had been here, my brother wouldn't have died.'*

*When Jesus saw her crying ... He was angry in His Spirit and deeply moved. 'Where have you put him?' He asked ... Jesus wept."*

John 11:17-35 (HCSB)

How similar is the statement that Martha and Mary made concerning Lazarus?

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How different was Jesus' response?

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Knowing how different the sisters were, how appropriate were His responses?

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### What Makes the Ideal Leadership Style?

"The DISC research evidence supports the conclusion that the most \_\_\_\_\_ leaders are those who \_\_\_\_\_ themselves, recognize the demands of the situation and adjust or change their \_\_\_\_\_ so as to have the best chance to meet the needs of any given opportunity."

U of MN DISC Research Study

# The 3 R's in Relating to High D Styles

## HOW TO RESPOND TO A HIGH D

- Be firm and direct
- Focus on actions and goals
- Confront to get his/her attention

## HOW TO RELATE TO A HIGH D

- Be brief and to the point
- Explain "How to achieve goals" using logic with an action plan
- Allow them time to consider your ideas

## HOW TO REINFORCE THE HIGH D

- Repeat the plan of action, focusing on goals, objectives, and results
- Give bottom-line instructions with two options
- Get out of his/her way

## Jesus Responding to Saul

*"And it came about that as he journeyed, he was approaching Damascus, and suddenly a light from heaven flashed around him; and he fell to the ground, and heard a voice saying to him, 'Saul, Saul, why are you persecuting Me?'*

*And he said, 'Who are You, Lord?' and He said, 'I am Jesus whom you are persecuting, but rise and enter the city, and it shall be told you what you must do ...'*

*And Saul got up from the ground, and though his eyes were open, he could see nothing; and leading him by the hand, they brought him into Damascus.*

*And he was three days without sight, and neither ate nor drank ...*

*And Ananias departed and entered the house, and after laying his hands on him said, 'Brother Saul, the Lord Jesus, who appeared to you on the road by which you were coming, has sent me so that you may regain your sight, and be filled with the Holy Spirit.'*

*And immediately there fell from his eyes something like scales, and he regained his sight, and he arose and was baptized; and he took food and was strengthened. Now for several days he was with the disciples who were at Damascus, and immediately he began to proclaim Jesus in the synagogues, saying, 'He is the Son of God.'"*

**Paraphrase of Acts 9:3-20**

Review the 20th century strategy mentioned above in relating to High D styles and the biblical account of Jesus' encounter with Saul. Highlight or circle any bulleted statement(s) that parallel the way Jesus responded to Saul, later known as Paul.

Consider and complete the following if appropriate:

**D style person in my life:**

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**Responding, relating and reinforcing tips:**

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# The 3 R's in Relating to High I Styles

## HOW TO RESPOND TO A HIGH I

- Be friendly and positive
- Allow for informal dialogue
- Allow time for stimulating and fun activities

## HOW TO RELATE TO A HIGH I

- Use friendly voice tones
- Allow time for them to verbalize their feelings
- You transfer talk to an action plan

## HOW TO REINFORCE THE HIGH I

- Offer positive encouragement and incentives for taking on tasks
- Help them organize an action plan
- Communicate positive recognition

### Jesus Responding to Peter

*“Simon Peter said to six of the disciples, ‘I’m going fishing.’ ... but that night they caught nothing. At daybreak, Jesus stood on the shore and suggested they cast their net on the right side of the boat ... and they were unable to haul it in because of the large number of fish ... which was 153. When the disciples got out on land, they saw a charcoal fire there, with fish lying on it, and bread. Then, Jesus told them, ‘Come and have breakfast.’ ... Jesus came, took the bread, and gave it to them. He did the same with the fish.*

*When they had finished eating breakfast, Jesus asked Peter three times, ‘Do you love me?’ Following each answer that Peter gave, Jesus reaffirmed Peter in front of the disciples charging him with the following action plan:*

*‘Feed my lambs.’*

*‘Shepherd my sheep.’*

*‘Feed my sheep.’*

*‘Follow Me!’ ”*

Paraphrase of John 21:1-19

Review the 20th century strategy listed above in relating to High I styles and the biblical account of Jesus’ encounter with Peter. Highlight or circle any bulleted statement(s) that parallel the way Jesus responded to Peter and the High I relationship strategy.

Consider and complete the following if appropriate:

**I style person in my life:**

**Responding, relating and reinforcing tips:**

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# The 3 R's in Relating to High S Styles

## HOW TO RESPOND TO A HIGH S

- Be non-threatening and patient
- Allow time to process and adjust to change
- Make allowances for family

## HOW TO RELATE TO A HIGH S

- Use friendly tones when instructing
- Give personal, nonverbal acceptance and assurances
- Allow time to process information

## HOW TO REINFORCE THE HIGH S

- Repeat any instructions
- Provide hands-on reinforcement
- Be patient in allowing time to take ownership

## God the Father Responding to Abram

*“God appeared ... to Abram when he was in Ur, before he lived in Haran, and He said to him, ‘DEPART FROM YOUR COUNTRY AND YOUR RELATIVES, AND COME INTO THE LAND THAT I WILL SHOW YOU.’*

*And Terah took Abram his son, and Lot ... and Sarai, Abram’s wife; and they went out together from Ur ... in order to enter the land of Canaan; and they went as far as Haran, and settled there ... and Terah died in Haran.*

*Now the Lord said to Abram, ‘Go forth from your country, And from your relatives, and from your father’s house, to the land I will show you; and I will make you a great nation, and I will bless you, and make your name great; and so you shall be a blessing ...’*

*So Abram went forth as the Lord and spoken to him; and Lot went with him ... Later, there was strife between the herdsmen of Lot and Abram and they separated.*

*And the Lord said to Abram, after Lot had separated from him, ‘Now lift up your eyes and look from this place where you are ... for all the land which you see, I will give it to you and to your descendants forever ... Arise, walk about the land through its length and breadth; for I will give it to you.’ ... And Abraham settled in the land.”*

**Overview of Genesis 12-20, Emphasis added**

Review the 20th century strategy mentioned above in relating to High S styles and the biblical account of the Lord’s encounter with Abraham. Highlight or circle any bulleted statement(s) that parallel the way He responded to Abraham and the High S relationship strategy.

Consider and complete the following if appropriate:

**S style person in my life:**

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**Responding, relating and reinforcing tips:**

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# The 3 R's in Relating to High C Styles

## HOW TO RESPOND TO A HIGH C

- Be specific and accurate
- Allow initial responses to be cautious and/or negative
- Allow freedom to ask lots of questions

## HOW TO RELATE TO A HIGH C

- Answer questions in a patient and persistent manner
- Mix accurate data with assurances
- Allow time to validate information

## HOW TO REINFORCE THE HIGH C

- Provide a step-by-step approach
- Provide reassurances of support
- Give permission to validate information with third parties

## God the Father Responding to Moses

*“And the angel of the Lord appeared to him in a blazing ... bush ... And God said, ‘Moses, Moses!’ And he said, ‘Here I am.’ ...*

*Then He said ... ‘I am the God of your father, the God of Abraham, the God of Isaac, and the God of Jacob.’ Then Moses hid his face, for he was afraid ...*

*And the Lord said, ‘I have surely seen the affliction of My people who are in Egypt ... Therefore, come now, and I will send you to Pharaoh, so that you may bring My people, the children of Israel, out of Egypt.’ And He said, ‘Certainly I will be with you, and ... you shall worship God at this mountain.’*

*Then Moses said to God, ‘What name shall I say sent me?’*

*God said... ‘I AM WHO I AM.’*

*Then Moses answered, ‘What if they will not believe me?’*

*And He gave him three signs: Moses’ staff, his hand, water to blood.*

*Then Moses said to the Lord, ‘Please Lord ... I am slow of speech ...’*

*The Lord said to him, ‘I will be with your mouth and teach you what to say.’*

*But he said, ‘Please, Lord, send the message by whomever Thou wilt.’*

*Then Moses departed and returned to Jethro his father-in-law, and said to him, ‘Please let me go back ... to Egypt.’ And Jethro said to Moses, ‘Go in peace.’ ... and went to meet Aaron”*

### Paraphrase overview of Exodus 3-4 (NKJV)

Review the 20th century strategy mentioned above in relating to High C styles and the biblical account of the Lord’s encounter with Moses. Highlight or circle any bulleted statements that parallel the way He responded to Moses and the High C relationship strategy.

Consider and complete the following if appropriate:

**C style person in my life:**

**Responding, relating and reinforcing tips:**

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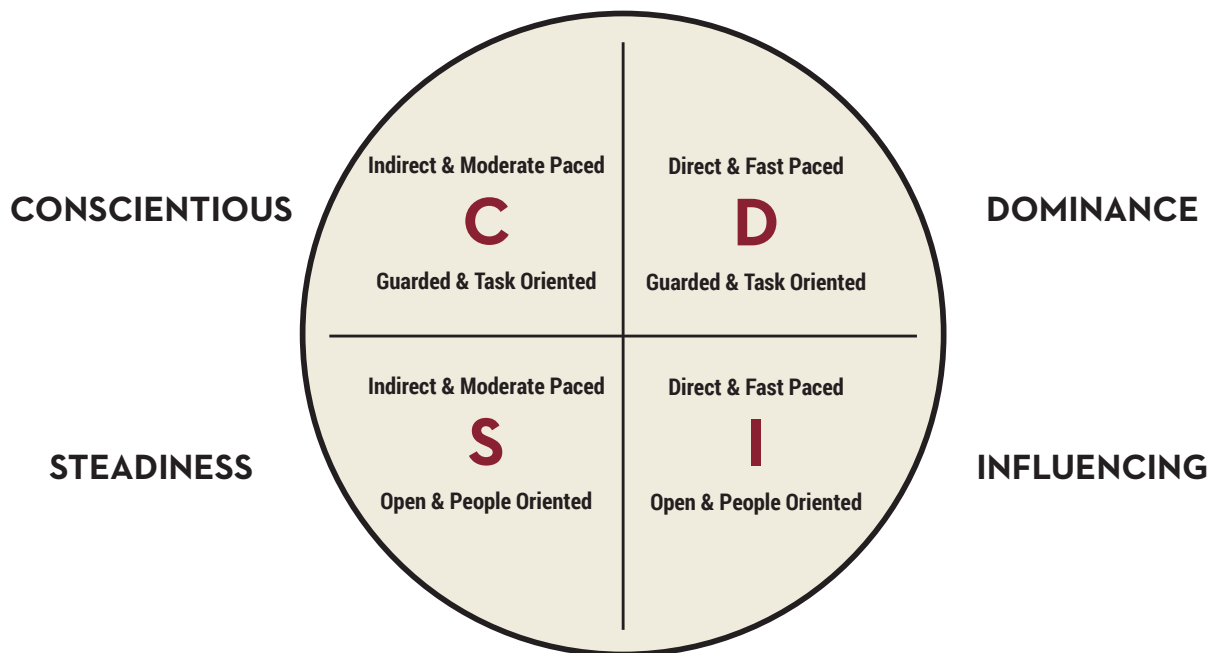
## How to Identify a Person's DISC Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on a person's observable behaviors. To identify a person's primary behavioral style, ask the following questions and check one circle in each box:

Is this person more:  Direct & Fast Paced or  Indirect & Moderate Paced

Is this person more:  Guarded & Task Oriented or  Open & People Oriented

Combine the check marks above to determine the primary behavioral style of the person you identified by referencing the four quadrants in the circle below.



When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN**, it forms the foundation for one of the four different behavioral styles:

**D** = Individuals who exhibit *direct & guarded behaviors* define the **Dominant/Directing Styles**.

**I** = Individuals who exhibit *direct & open behaviors* define the **Influencing/Interacting Styles**.

**S** = Individuals who exhibit *indirect & open behaviors* define the **Steady/Supporting Styles**.

**C** = Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious/Calculating Styles**.

Name \_\_\_\_\_ Behavioral style \_\_\_\_\_ (D-I-S-C)

# Introduction to the Styles: People Reading

Name \_\_\_\_\_

Direct and Fast Paced or Indirect and Moderate Paced

Guarded and Task Oriented or Open and People Oriented

**Observations:**

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Name \_\_\_\_\_

Direct and Fast Paced or Indirect and Moderate Paced

Guarded and Task Oriented or Open and People Oriented

**Observations:**

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Name \_\_\_\_\_

Direct and Fast Paced or Indirect and Moderate Paced

Guarded and Task Oriented or Open and People Oriented

**Observations:**

---

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Name \_\_\_\_\_

Direct and Fast Paced or Indirect and Moderate Paced

Guarded and Task Oriented or Open and People Oriented

**Observations:**

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## People Reading and Teambuilding Case Studies

Listed below are the characteristics of four different individuals. First, go through the lists and decide each person's primary behavioral style. Then, discuss the following case studies using these tendencies as guidelines.

**1.**

Results-Oriented  
Decision Maker  
Self-Directing  
Confident  
Competitive  
Daring

**Behavioral Style** \_\_\_\_

**2.**

Agreeable  
Good Listener  
Predictable  
Helpful  
Calm  
Team Player

**Behavioral Style** \_\_\_\_

**3.**

Precise  
Diplomatic  
Controlled  
Perceptive  
Logical  
Impartial

**Behavioral Style** \_\_\_\_

**4.**

Communicative  
Social  
Magnetic  
Persuasive  
Spontaneous  
People-Oriented

**Behavioral Style** \_\_\_\_

On the following pages, determine the primary behavioral style of each person and discuss the questions that follow.

# DISC Teambuilding Case Study 1

Jackson is a patient, sincere and collaborative Training Director for a large faith-based nonprofit organization. He has been trained to facilitate a DISC Team Building workshop for his organization. He is convinced this seminar would be a good investment for the intact teams in the organization.

All he has to do is convince his boss, who has the authority to make the decision and use the training budget for this program.

- 1. What is Jackson's primary behavioral style? \_\_\_\_\_
- 2. What behavioral clues point to this style? \_\_\_\_\_

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- 3. What type of presentation would you recommend Jackson use to best influence a boss who has the characteristics of person #1?

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- 4. How should Jackson adapt his own behavioral style to talk to person #1?

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## DISC Teambuilding Case Study 2

Olivia is a Supervisor at a large faith-based nonprofit. She is cautious, exacting, and thorough. Many of her staff are required to keep detailed reports and document data, but they are sometimes inaccurate and incomplete. This bothers Olivia and she wants her staff members to do a better job with their reports. She is responsible for four people each of whom have different behavioral styles, however her biggest challenge is working with person #4.

1. What is Olivia's primary behavioral style? \_\_\_\_\_
2. What behavioral clues point to this style? \_\_\_\_\_

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3. What could Olivia do to best influence person #4 to be more complete and detailed?

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4. How could Olivia adapt her style to be more effective in relating to and working with person #4?

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## DISC Teambuilding Case Study 3

Austin is the President of a large faith-based nonprofit. He is strong-willed and assertive, and often makes decisions or changes things without conferring with other staff members. Austin encourages his staff to “look at the alternatives” and tells them they need to “think outside of the box.” This attitude affects staff members differently but causes special challenges for certain behavioral styles. Some have even threatened to leave if he doesn’t “slow-down” and adapt a more collaborative style when working with them.

1. What is Austin’s primary behavioral style? \_\_\_\_\_
2. What behavioral clues point to this style? \_\_\_\_\_

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3. How could Austin adapt his style to more effectively work with staff member #2?

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4. How could Austin encourage person #2 to be more effective with him?

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## DISC Teambuilding Case Study 4

Amber is an outgoing, gregarious Fund Development Manager for a large faith-based nonprofit. She manages several other fundraisers. She has initiated a plan to include incentives for her team, including trophies, plaques, and some nice gifts. Amber feels her team members can become more motivated to raise more dollars, but some of them don't seem to get excited about her incentive plan. She is puzzled and is trying to figure out what to do.

1. What is Amber's primary behavioral style? \_\_\_\_\_
2. What behavioral clues point to this style? \_\_\_\_\_

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3. Which of the previous mentioned styles – numbers 1, 2, 3, 4 – would tend to be motivated by these types of incentives? Which would not? Why or why not?

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4. How might Amber work more effectively with her team – especially person #3?

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## Create a DISC Power Team

Wouldn't it be amazing to have a DISC POWER TEAM where all members brought their best strengths to the table, and each of our challenges could be supported by someone who was skilled in the areas in which we struggle?

Considering the strengths and workplace behaviors for each style, who would be an ideal DISC POWER TEAM Member?

	DOMINANT STYLE	INFLUENCING STYLE	STEADY STYLE	CONSCIENTIOUS STYLE
<b>STRENGTHS</b>	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
<b>WORKPLACE BEHAVIORS</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured
<b>TEAM MEMBER(S)</b>				

For an upcoming project, consider how your DISC POWER TEAM could accomplish greatness!

- Assign responsibilities based on strengths
- Determine what opportunities or challenges exist or may come up
- Give each Team Member the opportunity to showcase their skills and experience
- Check in regularly and discuss as a team how it's going
- Provide feedback regarding roles, strengths, needs, and any additional support required

## DISC Team Action Plan

The purpose of the Biblical DISC® Assessment is to help you learn how God can transform your heart and behavior to become more like Jesus – the perfect role model of how we are to love God and love others. The next step of your team-building journey is to create an action plan focused on serving others by adapting/modifying your behavior.

List ways that you will use your God-given strengths on your team(s) to glorify God and serve others.

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List ways you will adapt/modify your behavior to be more effective when working with/relating to a:

**High D Style** \_\_\_\_\_

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**High I Style** \_\_\_\_\_

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**High S Style** \_\_\_\_\_

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**High C Style** \_\_\_\_\_

Toxic fear and false pride are tools that Satan uses to cause us to stumble, to decrease our effectiveness and to destroy relationships. List several ways that fear and/or pride show up in your behavior. Then, list several strategies you will use to turn toxic fear into God-grounded confidence and false pride into humility?

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Write a prayer asking Jesus to help you in your team-building journey of loving, living and serving like Him.

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# Appendix

## Pride and Fear Triggers of High D Styles

1. High D styles tend to be results-driven and want control.
2. Ds desire to be the influence point in accomplishing their tasks, wanting things done their way.
3. High D styles fear being taken advantage of and are most uncomfortable when losing control.
4. To regain control, High D styles will commonly respond with intense tones and bold actions.
5. Help High D's by confronting them to get their attention.

**Example:** Saul's Initial Response to Believers - Acts 8:1, 9:1-2

How would you characterize Saul's behavior? What motivated him to respond as he did, and how do you think he justified his actions as correct and appropriate?

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## Pride and Fear Triggers of High I Styles

1. High I styles tend to be feelings-driven and want a friendly environment.
2. I's desire relationships that only offer approval and affirmation.
3. High I styles fear being rejected or being blamed.
4. High I's can become emotional and illogical in a negative environment.
5. Help them by maintaining a positive response and organizing a logical action plan .

**Example:** Case Study - Jesus and Peter - Matthew 26:31-34

Contrast Peter's behavior before the rooster crowed with after. Would you classify what Peter experienced as a teachable moment?

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## Pride and Fear Triggers of High S Styles

1. High S styles tend to be cooperative and want harmony.
2. S's desire harmony so much that they'll pursue passive-aggressive actions to maintain it.
3. High S styles fear confrontation and sudden, unplanned changes.
4. High S styles become quiet under tension, and often comply by stuffing their feelings; if conflict persists, they may attack without warning or simply withdraw.
5. Help them by creating a safe environment and encouraging High S's to share their feelings.

**Examples:** Abraham, Sarah and Hagar - *Genesis 16:1-6, Genesis 21:9-14*

Based on what you now know about the behavior of Abraham (S/I) and Sarah (D/I), what particular fear traits came into play? Could this be classified as Edging God Out?

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Who was not involved in Genesis 16 but present in Genesis 21? In the latter set of verses, could Sarah's actions be characterized as Exalting God Only?

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## Pride and Fear Triggers of High C Styles

1. High C styles are quality-driven and want order .
2. C's desire structure so much that they choose action plans that can only be validated.
3. High C styles fear making a mistake, and criticism of their work.
4. High C's often defend themselves by asking lots of questions ; if conflict persists they will tend to give up.
5. Help them by answering their questions in a patient manner and giving them permission to seek third-party validation.

**Example:** Moses Dealing with Criticism and Complaints - *Numbers 11:10-17*

Describe how you think Moses felt about the behavior of the people? How would you describe the tone of his questions? What was his solution, and what was the Lord's response?

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# Testimony of the DISC Styles:

## Turning Pride and Fear into Humility and God-Grounded Confidence

### Edging God Out through:

#### D Style:

**Pride:** Needing control so much, they have to be the influence point in decisions.

**Fear:** Losing control; being taken advantage of.

#### I Style:

**Pride:** Needing attention so much, they want relationships that only offer approval and affirmation.

**Fear:** Being rejected; being blamed.

#### S Style:

**Pride:** Needing harmony so much, they will become passive-aggressive to maintain it.

**Fear:** Confrontation; unplanned change.

#### C Style:

**Pride:** Needing proof and structure so much, they only choose action plans that can be validated.

**Fear:** Criticism of their work; making a mistake.

### Exalting God Only with:

#### D Style:

**Humility:** Not having to always be the influence point; embracing weakness and limitations over strength or pride.

**God-Grounded Confidence:** Giving up control and encouraging others' opinions.

#### I Style:

**Humility:** Allowing others to be the center of attention; controlling the tendency to shift blame.

**God-Grounded Confidence:** Being bold and firm when facing potential rejection or criticism.

#### S Style:

**Humility:** Asserting themselves and risking their opinions and ideas, even in the face of conflict.

**God-Grounded Confidence:** Trusting God for one's security, provision and family protection.

#### C Style:

**Humility:** Completing a task at 80% of perfection as functionally acceptable; avoiding being critical.

**God-Grounded Confidence:** Taking ownership; taking action without asking any more questions.

Recall a specific time when God used a person, event or situation to "bring you to the end of your rope" where you finally surrendered and relied on Him. What did you learn in that teachable moment? \_\_\_\_\_

Write several ways you will show humility and God-grounded confidence as you submit to God daily: \_\_\_\_\_





# DISC Assessments

The DISC model of human behavior is the most widely used behavioral model in the world, and has helped millions of people improve communication, productivity, team building and leadership, as well as their personal and professional relationships within the workplace and home. Continue your journey of learning and applying the language of DISC through the additional resources below.

## Additional Resources and Applications

**CEO or manager, teacher or trainer, coach or parent—if you desire to impact people by helping them discover and capitalize on their strengths, then continue your journey of applying the DISC style information and behavioral adaptability out into your spheres of influence.**

### DISC STYLES COACHING

*Explore how you can become a more effective manager, parent or leader by engaging in DISC styles coaching to better understand yourself and how to maximize your style for improving relationships and getting greater results.*

### DISC STYLES COUNSELING

*Qualified therapists and counselors can provide DISC styles counseling to improve individual performance or build stronger family/marriage relationships.*

### DISC STYLES WORKSHOPS

*The DISC styles information lends itself well to a variety of workshops/seminars on topics such as Coaching, Communication, Conflict Management, Customer Service, Team Building, Leadership and Management.*

### DISC STYLES CERTIFICATION

*Become certified to use the DISC styles assessments and additional resources in your own coaching, consulting, counseling or training applications.*

***This teambuilding workshop is a product of LLJ, offering leadership solutions for individuals and organizations through their authorized Certified DISC Practitioners.***



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