

Combining Inscape Publishing Products to Achieve Organizational Success

Organization

- A privately-operated social service agency with six departments and 119 employees

Products Used

- *DiSC[®] Classic 2 Plus*
- *DiSC Classic Group Culture Report*
- *DiSC Classic Management Action Planner*
- *Coping and Stress Profile[®]*
- *Time Mastery Profile[®]*

Challenge

This social service agency is responsible for the oversight of all operations concerning child protection services in a six-county area. Although their performance was recognized across the state as being among the best, the CEO acknowledged that there were still organizational issues that he wanted to resolve. Despite their hard work and good performance, there were still children with unmet needs, and he and his staff wanted to do an even better job. The CEO also felt there were issues with trust in the organization.

Solution

After meeting with the CEO, we prepared a teambuilding program for their six executives, including the CEO, and a training plan for 16 managers over seven months. Everyone was given a *DiSC Classic 2 Plus Profile*, and individual and group reports were created.

Executive Team

The executives began their program with a two-day offsite retreat, followed by a half-day session every four weeks. The focus was on building trust within the executive team, which would in turn build greater levels of trust in the whole organization. To further build trust, they wanted to insure their message and actions would be consistent. The *DiSC Classic 2 Plus Profile* was used to help each executive understand themselves and others and provide a better framework for communication. They also reviewed their *DiSC Classic Group Culture Report* and a *DiSC Classic Group Culture Report* for all of the managers in the organization and discussed implications the DiSC culture could have on organizational performance. Through this process, the executives learned how to engage in constructive conflict without destroying trust on the team.

Management Team

Managers began their series of eight one-day sessions by learning about employee engagement and their role in creating that engagement. Using the *DiSC Classic 2 Plus Profile* as a foundation, they learned better ways to communicate with and motivate their employees. They also learned how to help employees resolve conflicts and deal with change. Managers also learned how to increase employee performance by using the *DiSC Management Action Planner* to tailor their approach to meet each employee's needs. They also took the *Coping and Stress Profile* and the *Time Mastery Profile* to help them learn how to deal with personal pressures and situations in a more balanced manner.

Results

Three key things happened as a result of this program. First, the organization frequently allowed management meetings to be cancelled, resulting in a lack of communication on key decisions. That practice immediately stopped. The managers took over the operations of the meeting instead of having the executives run it. This had a tremendous impact on trust levels. One manager said that she felt like the executives were actually listening, because action followed the meetings. More pressing issues were brought before the management team in a timely manner allowing swifter action, often before issues became a problem.

Second, the executive team stopped operating in silos. Instead of major decisions being made by one or two executives, the team discussed all aspects of the organization and made decisions together. This opened up lines of communication not just between the executive team, but also between all members of the organization. Managers had learned how to motivate and communicate with their employees using DiSC. Now, managers and employees were able to work successfully on projects in cross-functional teams.

Third, the open communication gave executives the opportunity to think about things differently. They formed an impact goal – a single goal that would dramatically impact the performance of the organization in six months. They chose their goal, refined it, and rolled it out to the employees. Everyone had a clear understanding of the impact goal. As a result of the more open communication, they made dramatic strides in achieving the goal. Overall organizational performance has improved as a result of individual performance being focused on achieving a single goal.