



Case Studies

Conflict can take many forms

As all distributors know, interpersonal issues are often at the forefront. At other times, the problems can be internal, because the individual simply does not know oneself well enough. In both cases, a wealth of instruments and options exist to help resolve poor communication.

But when a person clashes with an organization's entire culture, the situation can be substantially more difficult to facilitate. Barbara Stennes of Resources Unlimited has been concerned about this gap in the conflict-resolution process for some time.

"Until recently, Inscape has not had a DiSC report that specifically addresses the issue of conflict in one's environment" Stennes says. "Now we have an easier way to deal directly with the fit between style and organizational culture."

Stennes says the answer is the *DiSC Group Culture Report*, which analyzes an organization's values, goals, strengths, and challenges. Stennes believes that the report helps people understand how they fit in with their culture, and she says that it offers specific guidelines on how to reduce conflict in any environment.

Stennes discovered these and other insights about the report when she recently conducted a train-the-trainer session for several clients. The trainers were learning how to facilitate sessions for their parent corporation, a large health care organization with a distinct adversarial environment. Stennes believed that the trainers would benefit from the *DiSC Group Culture Report*, so she introduced it to them. As Stennes expected, the trainers responded immediately to the report's structure and ease of use.

"This particular group of trainers described themselves as preferring high-i behavior," Stennes says. "So they particularly liked the fact that the report gave them important information without making them dig through lots of details."

Stennes points out, however, that the report is beneficial to individuals of any behavioral type. She says that the report presents information visually and in clear language that explains the nuances of a specific culture.

"Using the report means that you no longer need to take the time to create an Excel spreadsheet for each training session you conduct," Stennes says. "You can see at a glance the similarities and differences of each style. And you can use this information to begin a good dialogue with the individual or the group."

The trainers in Stennes' session were especially enthusiastic about the report's management applications. They said that the report would be vital for organizational development, and they believed that their company's leaders would relish the chance to learn more about their respective departmental cultures.



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“Since many managers who attend DiSC training want to examine how DiSC affects their entire organization, this report provides an easy way for these discussions to take place,” Stennes says. “One of the trainers said, ‘I’m taking this right to senior management. It will be perfect.’”

According to Stennes, trainers can use the report to explain cultural values and the issues that some individuals may have with the environment. In such a way, trainers can guide managers to effective solutions.

“You can ask leaders, ‘What are you doing to support people? How are you addressing their problems?’” Stennes says. “*The DiSC Group Culture Report* is useful whether it’s for one manager or many managers.”

Stennes says that in addition to the immediate results that the report provides, the insights lend themselves to subsequent training. Stennes believes that the report’s depth makes it a natural step for DiSC follow-up sessions. For example, one of Stennes’ participants conducts a three-hour session on understanding self, which is followed by another three-hour session on how to work with others. In the second session, the trainer has found the *DiSC Group Culture Report* to be an important addition to her training program.

“You can keep exploring the insights that the report offers,” Stennes says. “The trainers told me, ‘This report provokes all these great questions, but it also gives you the tools to find the answers.’ And it does.”

The trainers in Stennes’ session have brought the *DiSC Group Culture Report* back to their organizations. Stennes reports that she is pleased with the early reports she is receiving. One trainer conducted a DiSC training session for a group of five directors (four high C’s and one high D.) The report was a good platform to describe the culture of the team. As a result, the participants decided to modify their decision-making, so the high D would explain his gut reactions, and the High C’s would modify their overanalysis.

More important, Stennes says, is that the report will help leaders see how they can help individuals thrive in their environment. And she says that learning how people fit in with their culture is helpful to everyone.

“*The DiSC Group Culture Report* may be most beneficial to managers, but learning about your own environmental fit is relevant for everyone,” Stennes says.