

## Why Can't We Work Together?



Mark and David are two very talented and rising young executives on your staff. Mark heads up finance while David oversees sales and marketing. The success of your organization depends on the two of them working together to develop and implement the creative solutions needed to navigate today's challenging economic climate.

Yet Mark and David cannot seem to work together effectively. Outside work they both play softball together and seem to get along just fine. The problem is that when they need to work together, they just disconnect. It is as if they are each speaking a different language from the other.

Over time you see that their lack of being able to work together is building resentment on both sides. Each person believes that the other is most to blame. Mark sees David as an out-of-control, big-idea-but-no-plan sales and marketing guy. David sees Mark as a CF-NO finance type that doesn't appreciate all of David's marketing ideas and sales successes.

## A High Price To Pay

The true story of Mark and David is one that is all too common to organizations: talented people whose different styles and approaches produce behavioral conflict instead of teamwork. Perhaps their story is similar to what is going on in your organization today.

A recent CPP Global Human Capital Report determined that the costs of workplace conflict in the US alone are 2.8 hours lost per 40-hour workweek, a cost of over \$359 billion! Noted author and speaker Dr. Daniel Dana stated in his book, Managing the Financial Cost of Organizational Conflict, "unmanaged conflict is the largest reducible cost in organizations today, and the least recognized."

Consider the high price you are paying for unresolved behavioral conflict:

- Wasted and unproductive time spent in 'managing' the conflict instead of the business.
- Reduced quality of decisions.
- Inefficient implementation of core projects.
- Undesired staff turnover.
- Reassigning the work to be done.
- Productivity loss by those affected by co-workers' conflict.
- Damaged customer relationships.
- Health costs due to stress.

## Complement or Conflict?

One of the single largest causes of conflict in the workplace is the conflict brought on by the differences in behavioral style or approach.

Organizations are staffed with people who bring a variety of different behavioral styles to the workplace. Behavioral styles tend either to *complement* one another, or be in *conflict* with one another.

Behavioral styles are best understood as the set of preferences that determine the way we tend to act or react to people and situations. Behavioral tendencies are well established by the time people enter the workforce.

Because of the lack of education, most people are unaware of the impact their own behavioral style has on other people. People incorrectly tend to assume that most individuals see things the same way that they see things. It is this misunderstanding that leads to the frequent 'car crashes' between people in the workplace.





## DiSC® - Your Best Solution

The most effective people are those people who:

- Understand themselves,
- Understand other people and situations, and
- Adapt their approach to each person and situation to maximize success.

With DiSC®, individuals will gain new insights into their natural behavioral style. A 15-minute online assessment provides a wealth of information on how the individual can:

- Leverage their strengths at work,
- Create a more motivated and productive work environment,
- Lower job stress and conflict, and
- Work more effectively with every person on staff.

## How Mark and David Became Great Teammates


Mark and David's DiSC® *Team Report* (**below**) measured their individual behaviors across 32 different dimensions of behavior and identified the specific areas where each disconnected with the other. David learned that Mark naturally questioned everything – that is the way he is wired – while David was wired to be much more open (see “Accepts”). Armed with this insight, each realized that he had wrongly assigned motives to the other's natural tendencies, rather than to adapt to the other's tendencies. So David did what successful people do: he adapted his approach to Mark by giving him the data and time he needed to think things through before deciding. As a result of the comfort he found in

David's new approach, Mark realized saw that David was more thorough in his building a reasonable business case for his marketing programs. Since David is naturally open to new ideas, he got Mark to contribute his ideas (“Invents”) to the development of the company's marketing programs, which led to even better results. Stress lowered, cooperation raised!

## 1,000%-Plus ROI!

Think of the investments that you can make that will pay for themselves in less than a month. DiSC will pay for itself in days, returning a Return on Investment greater than 1,000%!

For over 40 years, more than 30 million people have taken DiSC® to improve their effectiveness.

 <b>Behavioral Tendency Continuum</b>					
<span style="color: red;">●</span> Mark Smith <span style="color: blue;">◆</span> David Jones					
<i>Tendencies are plotted from low (L) to high (H) →</i>	L	ML	M	MH	H
<b>ACCEPTS</b> – open, receives willingly	●				◆
<b>ADHERES</b> – sticks to the rules		◆		●	
<b>DIGESTS</b> – absorbs, thinks it through		◆			●
<b>INVENTS</b> – creates new solutions, ideas				◆ ●	

*The DiSC Behavioral Tendency Continuum measures people across 32 different dimensions of behavior*

**A better solution is just a phone call or email away!** If you're ready to turn your organization's workplace conflict into workplace productivity, please email us today at [hank@boyermanagement.com](mailto:hank@boyermanagement.com) or call us at **215-942-0982**.

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Boyer Management Group  
45 Black Rock Drive  
Holland, PA 18966