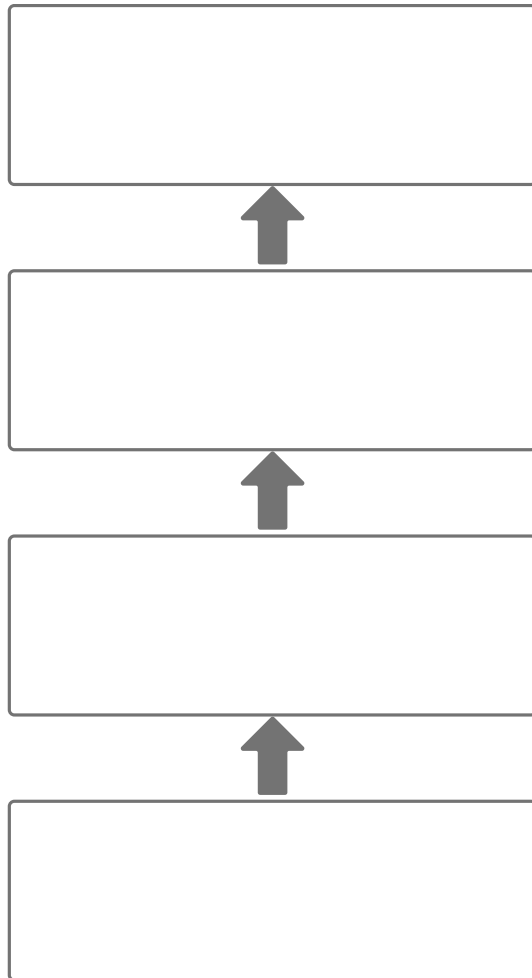


# Breakthrough Beliefs

## Session One: July 23, 2025

### Breakthrough Beliefs

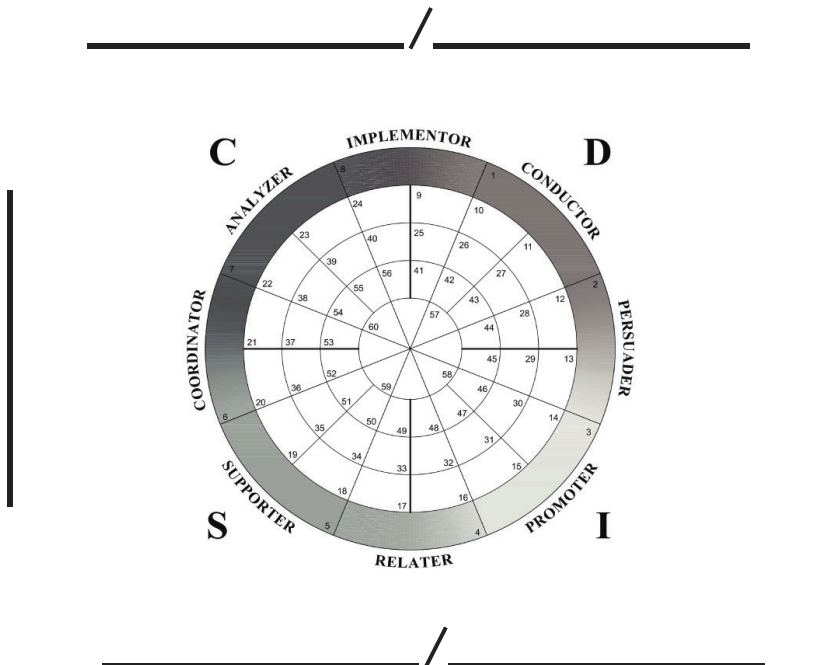
- *·Your current rules are creating your current results.*
- *·To be clear is to be kind.*
- *·Sooner is smaller; later is larger.*
- *·What you say isn't what they hear.*
- *·What you intend isn't what others experience.*



**Until we shift beliefs, we will not see sustainable change and hard-wired results.**

# What is DiSC®

- Focuses on behavior style, the universal language of “how we act” our observable human behavior.
- Helps individuals develop greater self-awareness
- Helps teams know their strengths and weaknesses so that they can develop strategies to meet the demands of their environment
- Assesses four dimensions of behavior, providing insight into how individuals and the team:
  - D: Deals with problems and challenges
  - I: Influences others to see their point of view
  - S: Responds to the pace of the environment
  - C: Reacts to rules and procedures set by others



# DiSC® Insight

	D	I	S	C
<b>How to Communicate with a Person According to His/Her Style</b>	<ul style="list-style-type: none"> <li>• Offer opportunity</li> <li>• Give more responsibility</li> <li>• Challenge</li> <li>• Provide resources to allow for achievement</li> <li>• Give authority</li> </ul>	<ul style="list-style-type: none"> <li>• Chance to do things with others</li> <li>• Use humorous appeals</li> <li>• Let them know you are pleased</li> <li>• Provide opportunity to be in the spotlight</li> </ul>	<ul style="list-style-type: none"> <li>• Stress worthwhile</li> <li>• Idealistic appeals</li> <li>• Ask for their help</li> <li>• Appeal to excellence</li> <li>• Show concern</li> <li>• Emphasize self-development</li> </ul>	<ul style="list-style-type: none"> <li>• Present ideas as low risk</li> <li>• Give opportunity to be analytical</li> <li>• Exercise logic, use facts</li> <li>• Use familiarity, routine, and structure</li> <li>• Tie new things to old</li> </ul>
<b>Most Effective Environment for Each Style</b>	<ul style="list-style-type: none"> <li>• Competitive</li> <li>• Direct</li> <li>• Risk-Taking</li> <li>• Opportunistic</li> <li>• Need action now</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Changing</li> <li>• Youthful</li> <li>• Optimistic</li> <li>• Smooth the waters</li> </ul>	<ul style="list-style-type: none"> <li>• Respecting</li> <li>• Supportive</li> <li>• Reassuring</li> <li>• Idealistic</li> </ul>	<ul style="list-style-type: none"> <li>• Unemotional</li> <li>• Factual</li> <li>• Scientific</li> <li>• Practical</li> <li>• More data</li> </ul>
<b>Least Effective Environment for Each Style</b>	<ul style="list-style-type: none"> <li>• No resources</li> <li>• Authority undermined</li> <li>• Responsibility diminished</li> <li>• No challenges</li> <li>• Can't control factors which affect results</li> </ul>	<ul style="list-style-type: none"> <li>• Critical authority</li> <li>• Unfriendly co-workers</li> <li>• Routines and details</li> <li>• Firms schedules and supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Betrayal</li> <li>• Personal criticism</li> <li>• Ridicule</li> <li>• Failure</li> <li>• Lack of support</li> </ul>	<ul style="list-style-type: none"> <li>• Constantly changing rules and policies</li> <li>• Highly emotional</li> <li>• Premature decision-making</li> <li>• Failures to be taken seriously</li> </ul>
<b>How to be the Most Effective Manager for Each Style</b>	<ul style="list-style-type: none"> <li>• Be confident</li> <li>• Provide autonomy</li> <li>• Reward results</li> <li>• Firm boundaries, but appreciate initiative</li> <li>• Listen, but be decisive</li> <li>• Spar on an equal basis</li> </ul>	<ul style="list-style-type: none"> <li>• Be friendly</li> <li>• Informative</li> <li>• Helpful feedback</li> <li>• Understanding</li> <li>• Encouraging</li> <li>• Flexible</li> <li>• Sense of Humor</li> </ul>	<ul style="list-style-type: none"> <li>• Give recognition, trust, and appreciation</li> <li>• Mutual goal-setting</li> <li>• Be accessible</li> <li>• Try to share</li> <li>• Be dependable</li> </ul>	<ul style="list-style-type: none"> <li>• Be organized</li> <li>• Show purpose</li> <li>• Detail-oriented</li> <li>• Systematic</li> <li>• Objective</li> <li>• Fair</li> <li>• Consistent</li> </ul>
<b>How to be the Most Effective Employee to a Manager of Each Style</b>	<ul style="list-style-type: none"> <li>• Be responsive</li> <li>• Capable</li> <li>• Independent</li> <li>• Direct</li> </ul>	<ul style="list-style-type: none"> <li>• Be sociable</li> <li>• Sophisticated</li> <li>• Tactful</li> <li>• Influential</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate worth</li> <li>• Show loyalty</li> <li>• Be sincere</li> <li>• Team-oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Be respectful</li> <li>• Conforming</li> <li>• Logical</li> <li>• Pay attention</li> </ul>

# DiSC® Insight

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Appearance</b>	<ul style="list-style-type: none"> <li>• Business-like</li> <li>• Functional</li> </ul>	<ul style="list-style-type: none"> <li>• Fashionable</li> <li>• Stylish</li> </ul>	<ul style="list-style-type: none"> <li>• Casual</li> <li>• Conforming</li> </ul>	<ul style="list-style-type: none"> <li>• Formal</li> <li>• Conservative</li> </ul>
<b>Workspace</b>	<ul style="list-style-type: none"> <li>• Busy</li> <li>• Formal</li> <li>• Efficient</li> <li>• Structured</li> </ul>	<ul style="list-style-type: none"> <li>• Stimulating</li> <li>• Personal</li> <li>• Cluttered</li> <li>• Friendly</li> </ul>	<ul style="list-style-type: none"> <li>• Personal</li> <li>• Relaxed</li> <li>• Friendly</li> <li>• Informal</li> </ul>	<ul style="list-style-type: none"> <li>• Structured</li> <li>• Organized</li> <li>• Functional</li> <li>• Formal</li> </ul>
<b>Pace</b>	<ul style="list-style-type: none"> <li>• Fast/Decisive</li> </ul>	<ul style="list-style-type: none"> <li>• Fast/Spontaneous</li> </ul>	<ul style="list-style-type: none"> <li>• Slow/Easy</li> </ul>	<ul style="list-style-type: none"> <li>• Slow/Systematic</li> </ul>
<b>Priority</b>	<ul style="list-style-type: none"> <li>• The Task (the results)</li> </ul>	<ul style="list-style-type: none"> <li>• Relationships (interacting)</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining (relationships)</li> </ul>	<ul style="list-style-type: none"> <li>• The Task (the process)</li> </ul>
<b>Fears</b>	<ul style="list-style-type: none"> <li>• Loss of control</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of prestige</li> </ul>	<ul style="list-style-type: none"> <li>• Confrontation</li> </ul>	<ul style="list-style-type: none"> <li>• Embarrassment</li> </ul>
<b>Under Tension</b>	<ul style="list-style-type: none"> <li>• Dictate/Assert</li> </ul>	<ul style="list-style-type: none"> <li>• Attack/Be sarcastic</li> </ul>	<ul style="list-style-type: none"> <li>• Submit/Acquiesce</li> </ul>	<ul style="list-style-type: none"> <li>• Withdraw/Avoid</li> </ul>
<b>Seeks</b>	<ul style="list-style-type: none"> <li>• Productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Attention</li> </ul>	<ul style="list-style-type: none"> <li>• Accuracy</li> </ul>
<b>Needs to know benefits</b>	<ul style="list-style-type: none"> <li>• What it does</li> <li>• By when</li> <li>• What it costs</li> </ul>	<ul style="list-style-type: none"> <li>• How it enhances their status</li> <li>• Who else uses it</li> </ul>	<ul style="list-style-type: none"> <li>• How it will affect personal circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• How they justify the purchase logically</li> <li>• How it works</li> </ul>

# DiSC® Insight

	Dominance	Influence	Steadiness	Conscientiousness
<b>Team Role</b>	<ul style="list-style-type: none"> <li>Regulate (Directive Influence)</li> </ul>	<ul style="list-style-type: none"> <li>Produce (Strategic Influence)</li> </ul>	<ul style="list-style-type: none"> <li>Harmonize (Interaction)</li> </ul>	<ul style="list-style-type: none"> <li>Explore (Inquiry)</li> </ul>
<b>Conflict Role</b>	<ul style="list-style-type: none"> <li>Competition</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Avoidance</li> </ul>
<b>Organizational Strength</b>	<ul style="list-style-type: none"> <li>Organization</li> <li>Advice</li> <li>Confrontation</li> <li>Tracking</li> </ul>	<ul style="list-style-type: none"> <li>Sharing</li> <li>Persuasion</li> <li>Feedback</li> <li>Empowerment</li> </ul>	<ul style="list-style-type: none"> <li>Empathy</li> <li>Attention</li> <li>Respect</li> <li>Rapport</li> </ul>	<ul style="list-style-type: none"> <li>Listening</li> <li>Questioning</li> <li>Conceptualizing</li> <li>Consultant</li> </ul>
<b>Situational Strengths</b>	<ul style="list-style-type: none"> <li>Goal Setting</li> <li>Planning</li> <li>Deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation</li> <li>Promotion</li> <li>Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>Relationship Building</li> <li>Team Building</li> <li>Reaching Consensus</li> </ul>	<ul style="list-style-type: none"> <li>Information Gathering</li> <li>Problem Definition</li> <li>Brainstorming</li> </ul>
<b>Problem Solving Styles</b>	<ul style="list-style-type: none"> <li>Decisive</li> <li>Impulsive/ Reactive</li> <li>Extinct by Instinct</li> </ul>	<ul style="list-style-type: none"> <li>Spontaneous</li> <li>Impulsive/ Anticipatory</li> <li>Burning bridges ahead of you</li> </ul>	<ul style="list-style-type: none"> <li>Considered</li> <li>Reflective/ Anticipatory</li> <li>Premature Panic</li> </ul>	<ul style="list-style-type: none"> <li>Deliberate</li> <li>Reflective/ Reactive</li> <li>Paralysis by Analysis</li> </ul>

# DiSC® Insight

	D	I	S	C
<b>Gains Security By</b>	• Control	• Flexibility	• Close relationships	• Preparation
<b>Wants to Maintain</b>	• Success	• Status	• Relationships	• Credibility
<b>Support Their</b>	• Goals	• Ideas	• Feelings	• Thoughts
<b>Achieves Acceptance By</b>	• Leadership • Competition	• Playfulness • Stimulating environment	• Conformity • Loyalty	• Correctness • Thoroughness
<b>Likes You to Be</b>	• To the point	• Stimulating	• Pleasant	• Precise
<b>Wants to Be</b>	• In charge	• Liked	• Included	• Correct
<b>Irritated By</b>	• Inefficiency • Indecision	• Boredom • Routine	• Insensitivity • Impatience	• Surprises • Unpredictability
<b>Measures Personal Worth By</b>	• Results • Track Record • Measurable progress	• Acknowledgement • Recognition • Applause • Compliments	• Compatibility with others • Depth of relationships	• Precision • Accuracy • Activity
<b>Decisions Are</b>	• Decisive	• Spontaneous	• Considered	• Deliberate

# BEHAVIORAL SEGMENTS - D, D/I

**D - Conductor:** People who tend to be direct, decisive, and seek results.

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>Seeking problems to solve</li> <li>Forward-looking and competitive</li> <li>Energized by direct answers</li> <li>Enjoys confrontation</li> <li>Happy to work on challenging assignments</li> </ul>	<ul style="list-style-type: none"> <li>Dislike routine work</li> <li>Over delegate and under instruct</li> <li>Lack tact and diplomacy</li> <li>Overconfident in their abilities</li> <li>Poor or selective listening</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>Quick</li> <li>Advantage</li> <li>Decisive</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistent</li> <li>Follow directions</li> <li>Patient</li> </ul>
<p><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>Self-starter</li> <li>Challenges the status quo</li> <li>Ability to change gears fast and often</li> </ul>	

**D/I - Persuader:** People who tend to convince others by appealing to reason, understanding, or emotion.

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>Use their intuition</li> <li>Decisive and aggressive when presented with challenges</li> <li>Optimistic about team goals</li> <li>Independent and autonomous</li> <li>Get results through team member</li> </ul>	<ul style="list-style-type: none"> <li>Take on too many responsibilities at once</li> <li>Let emotions get in the way of decision-making</li> <li>Do not manage time of deadlines well</li> <li>Do not follow up and follow through as needed</li> <li>Be overly optimistic</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>Amazing</li> <li>Unprecedented</li> <li>Extraordinary</li> </ul>	<ul style="list-style-type: none"> <li>Standardized</li> <li>Structured</li> <li>Uniform</li> </ul>
<p><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>Initiates activity</li> <li>Sense of urgency</li> <li>Ability to handle many activities</li> </ul>	

# BEHAVIORAL SEGMENTS - I, I/S

**I - Promoter:** People who tend to verbalize many thoughts to influence outcomes.

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>• See the "big picture" and communicate it</li> <li>• Communicate well with others</li> <li>• People-oriented</li> <li>• Promote the team throughout the organization</li> <li>• Enjoy convincing people</li> </ul>	<ul style="list-style-type: none"> <li>• Overly optimistic about team abilities</li> <li>• Overvalue the skills of others</li> <li>• Emphasize fun over efficiency</li> <li>• Listen selectively to team members</li> <li>• React based on emotions</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>• Flexible</li> <li>• Exciting</li> <li>• Inspiring</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinary</li> <li>• Quiet</li> <li>• Strict</li> </ul>
<p style="text-align: center;"><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>• Spontaneity</li> <li>• Good mixer</li> <li>• Optimistic and enthusiastic</li> </ul>	

**I/S - Relater:** People who tend to take time, think positively, and are focused on interpersonal relationships.

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>• Offer understanding and friendship</li> <li>• Listen actively</li> <li>• Possess strong commitment to team</li> <li>• Show loyalty</li> <li>• Support other in achieving goals</li> </ul>	<ul style="list-style-type: none"> <li>• Agree with the opinion of others</li> <li>• Avoid confrontation</li> <li>• Act without urgency</li> <li>• Hold grudges</li> <li>• Be passive and indecisive</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>• Easygoing</li> <li>• Simple</li> <li>• Responsive</li> </ul>	<ul style="list-style-type: none"> <li>• Complex</li> <li>• Abstract</li> <li>• Analytical</li> </ul>
<p style="text-align: center;"><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>• Positive sense of humor</li> <li>• Team player</li> <li>• Cooperative member of the team</li> </ul>	



## BEHAVIORAL SEGMENTS - S, S/C

**S - Supporter:** People who tend to be champions of sound ideas, working steadily and diligently to ensure a project is fully realized.

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>• Add stability to the team</li> <li>• Comfort others and show patience</li> <li>• Perform well in team environments</li> <li>• Conform to established procedures</li> <li>• Listen well to others</li> </ul>	<ul style="list-style-type: none"> <li>• Resist team-initiated changes</li> <li>• Act slowly</li> <li>• Hesitate to move forward</li> <li>• Get into too much detail</li> <li>• Do not forgive faults or mistakes</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>• Consistent</li> <li>• Usual</li> <li>• Secure</li> </ul>	<ul style="list-style-type: none"> <li>• Unexpected</li> <li>• Urgent</li> <li>• Confrontation</li> </ul>
<p><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>• Consistent and steady</li> <li>• Patient and empathetic</li> <li>• Negotiates conflicts</li> </ul>	

**S/C - Coordinator:** People who tend to be fact-oriented and adhere to proven methods to complete projects and tasks.

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>• Implement and fine-tune the plan</li> <li>• Identify problems, rules, errors, and procedures</li> <li>• Make tough decisions without letting emotions interfere</li> <li>• Shows self-discipline</li> <li>• Work for a leader or a cause</li> </ul>	<ul style="list-style-type: none"> <li>• Downplay accomplishments</li> <li>• Suppress feelings</li> <li>• Hide true feelings</li> <li>• Resist change without reasoning</li> <li>• Lack confidence in self and team</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>• Proven</li> <li>• Standard</li> <li>• Organized</li> </ul>	<ul style="list-style-type: none"> <li>• Unfamiliar</li> <li>• Hectic</li> <li>• Incomplete</li> </ul>
<p><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>• Objective outlook</li> <li>• Conscientious and steady</li> <li>• Looks for logical solutions</li> </ul>	

## BEHAVIORAL SEGMENTS - C, C/D

**C - Analyzer:** People who tend to seek out accuracy in all activities and ensure the highest quality possible by gathering precise data.

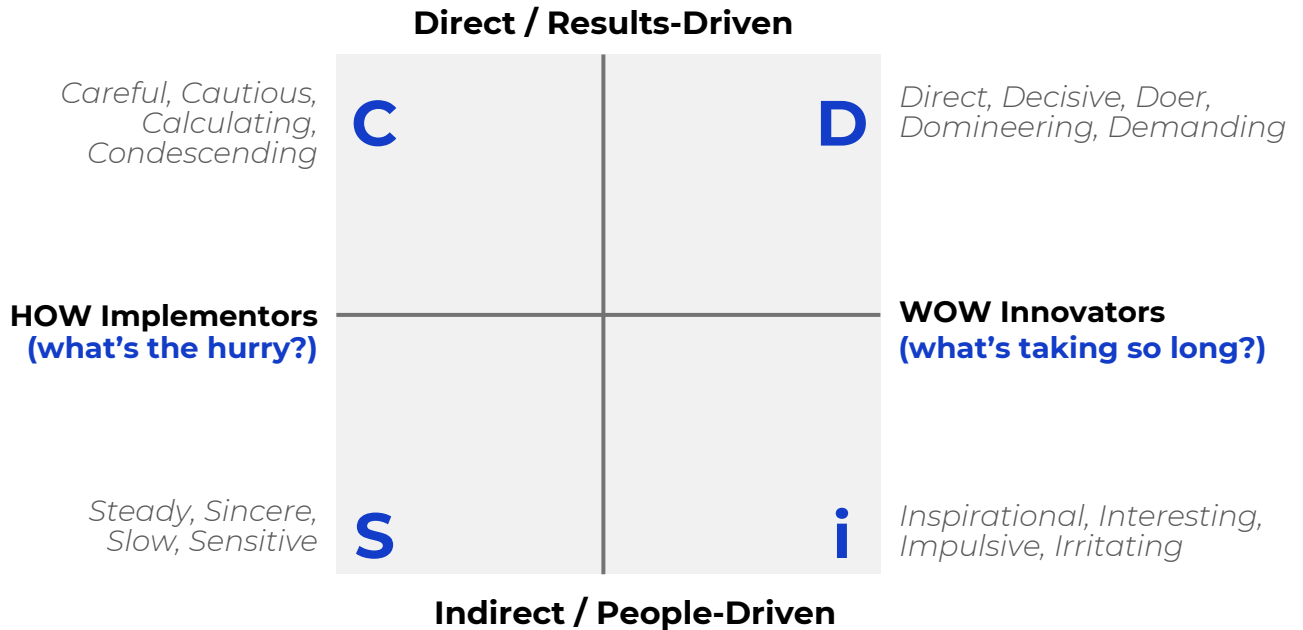
Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>• Accurate and precise</li> <li>• Use facts to support their opinion and cause</li> <li>• Think critically</li> <li>• Maintain high standards for self and subordinates</li> <li>• Operate in a self-disciplined manner</li> </ul>	<ul style="list-style-type: none"> <li>• Do the work themselves and do not delegate</li> <li>• Bound by organizational procedures and methods</li> <li>• Lean on team leader or supervisor</li> <li>• Hesitate to act without sufficient facts</li> <li>• Conceal new ideas</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>• Factual</li> <li>• Precise</li> <li>• Verified</li> </ul>	<ul style="list-style-type: none"> <li>• Imagine</li> <li>• Educated guess</li> <li>• Experimental</li> </ul>
<p><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>• Maintains standards</li> <li>• Accurate and intuitive</li> <li>• Comprehensive problem solving</li> </ul>	

**C/D - Implementor:** People who tend to assess, leverage facts and figures, and advance toward a solution.

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none"> <li>• Aware and sensitive to the cost of errors and mistakes</li> <li>• Make tough decisions using insight and facts</li> <li>• Share creative ideas</li> <li>• Finish tasks quickly</li> <li>• Understand all facts before starting a project</li> </ul>	<ul style="list-style-type: none"> <li>• Come across as insincere</li> <li>• Disregard the feelings of team members</li> <li>• Become demanding under stress</li> <li>• Make decisions inconsistently</li> <li>• Overuse facts and figures</li> </ul>
Words that Work	Words that DON'T work
<ul style="list-style-type: none"> <li>• Function</li> <li>• Action</li> <li>• Data</li> </ul>	<ul style="list-style-type: none"> <li>• Relax</li> <li>• Perception</li> <li>• Assume</li> </ul>
<p><b>Value to the Organization</b></p> <ul style="list-style-type: none"> <li>• Excellent troubleshooter</li> <li>• Objective and realistic</li> <li>• Strong-willed</li> </ul>	

# Team Grid

Based on observations, map your team and other key stakeholders on the DiSC grid.



What strengths do you observe from the team grid?

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What challenges do you observe from the team grid?

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How does this insight inform you as a leader?

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# Personal Action Plan

What behaviors contribute to your effectiveness as a leader?

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What potential blindspots do you need to modify?

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Who are the people you will ask to read your report and give you feedback?

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Who is someone with whom you need to improve connection. How will you leverage your knowledge of DiSC to speak their language?

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# Session One: July 23, 2025

## Application

You can find all LEAD resources at: <https://yellingroup.com/burton-oil-resources-2025/>

**I commit to:**



**The team commits to:**



What you say is rarely what they hear. What you intend is rarely what they experience.