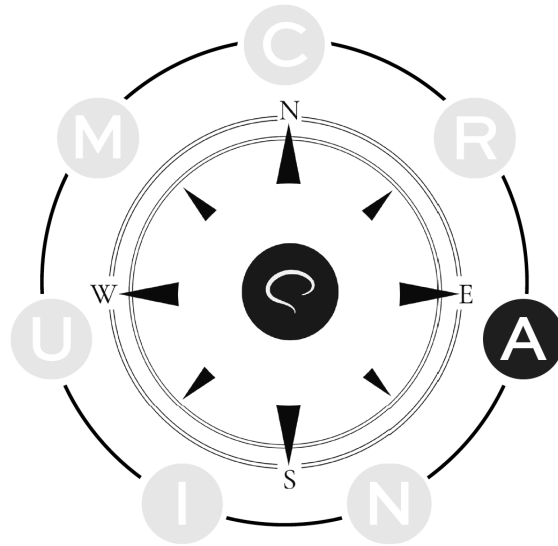


THE ACTION STRATEGY



EMBRACE LIMITATIONS. DEBUNK MYTHS.

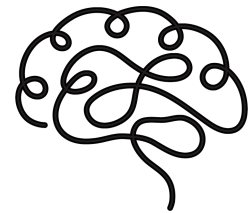
THE BIG IDEA



The cheaper, better, faster philosophy works—until you apply it to people. The brain demands a slower, deeper investment.

BREAKTHROUGH BELIEFS

- You are human. So is everyone else. It's OK.
- Wherever you are is exactly where you need to be.
- Don't believe everything you believe.



3 Big Deals

BIG DEAL #1:

Your **PreFrontal Cortex** is priceless

- Analysis
- Speech
- Creativity
- Willpower
- Innovation
- Planning
- Forming goals
- Evaluating consequences
- The brain's "CEO"

BIG DEAL #3:

Emotions run the show

- Memory
- Health
- Emotions
- Critical role in learning
- Essential to memory
- Accelerating ingredient

3C's of Negative Threat

- **Confusion:** We have more confusion than clarity.
- **Control:** We feel we have little control over or say in the situation.
- **Consequences:** We anticipate a negative consequence.

BIG DEAL #2:

Threat to the brain is **Threat** to the brain

- Fight
- Flight
- Freeze
- Basic body function
- Especially triggered by threat and fear
- The brain's "bouncer"

$$P = p - i$$

Performance = potential - interference

- Timothy Gallwey, The Inner Game of Tennis

CLARITY | CONTROL | CONSEQUENCES: BREAKOUT

Facilitator: The person with the least tenure _____

Timekeeper: The person with the highest C _____

Step One: Identify the Interference (THE WHAT)

Discuss each section, using the questions as a guide (15 minutes per section).

From your discussion, identify the top interference and write your response on the team poster under column 1

CLARITY – *Where do you and others experience confusion?*

- Where is confusion impacting performance?
- Where are expectations unclear?
- Where do people have to guess what “winning” looks like?
- Where does rework or inefficiencies happen because something wasn’t clear the first time?



Top CLARITY Interference _____

CONTROL – *Where do you and others feel like you have little choice or voice?*

- Where do people feel they have little voice or choice in decisions that affect their work?
- Where are we forcing people to wait, escalate, or ask permission unnecessarily?
- What feels like a bottleneck?
- Where do people have to wait for approvals or responses that delay progress?
- Where are we over-relying on meetings instead of empowering decisions?



Top CONTROL Interference _____

CONSEQUENCES – *Where do you and others experience extra stress?*

- Where are people hesitant to act because they’re unsure how decisions will be judged remotely?
- Where are we unintentionally rewarding the wrong behaviors (e.g., responsiveness over real productivity)?
- Where are people afraid to make mistakes, so they slow down or avoid decisions?
- Where are we forcing multitasking?
- Where are interruptions constant?







Top CONSEQUENCES Interference _____

CLARITY | CONTROL | CONSEQUENCES: ACTIONS

Step Two: Identify the Source

Under column 2 on the team poster, identify for each interference if it is resulting from a remote/hybrid work environment, a process that needs improving, both, or something else.

-  Remote / hybrid problem
-  Process problem
-  Both
-  Other

Reality Check: If everyone were back in the office tomorrow, would this problem disappear?

-  YES
-  NO

Step Three: Identify the Cost (THE SO WHAT?)

Under column 3 on the team poster, identify for each interference the costs in terms of time, errors, frustration, morale, etc.

Step Four: Identify the Action (THE NOW WHAT?)

Under column 4 on the team poster, identify for each interference what your cohort recommends we stop and/or start.

CLARITY | CONTROL | CONSEQUENCES: ACTIONS

NOTES from cohort presentations.

What is DiSC®



DiSC® gives you language for how you're most likely to show up and how others are most likely to experience you. Leadership identity isn't static; leaders worth following understand their defaults and know how to choose differently when the stakes require it.

- 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 STYLE QUICK GUIDE



DRIVE

Need: Control
Focus: Direct, bottom-line message
Emphasize: Results, speed, clear expectations
Filter: Excess explanation, softeners, hedging
Avoid: Indecisiveness, apologizing, wordiness



INSPIRE

Need: Likability
Focus: Energy and big picture first
Emphasize: Relationships, collaboration, impact
Filter: Dense data, long technical explanations
Avoid: Coldness, rigidity, ignoring people



STABILIZE

Need: Safety
Focus: Respect, warmth, and stability
Emphasize: Trust, cooperation, reassurance
Filter: Abrupt demands, unexpected changes
Avoid: Rushing, public criticism, disregard for feelings



CLARIFY

Need: Accuracy
Focus: Direct, bottom-line message
Emphasize: Results, speed, clear expectations
Filter: Excess explanation, softeners, hedging
Avoid: Vague statements, inaccuracy, off-the-cuff remarks

DiSC® Lens: How Leader Identity Evolves by Style

This guide helps leaders see where identity can get stuck and how to evolve without losing strengths.

D Style (Drive / Results)

- Old Identity Trap: “My value comes from decisiveness and momentum.”
- Growth Identity Shift: “My value comes from setting direction and empowering execution.”
- Test Behavior: Pause before solving. Ask: “What do you recommend?”

i Style (Influence / Connection)

- Old Identity Trap: “My value comes from energy, optimism, and buy-in.”
- Growth Identity Shift: “My value comes from clarity, focus, and meaningful influence.”
- Test Behavior: Say no to one thing to protect priorities.

S Style (Stability / Support)

- Old Identity Trap: “My value comes from being dependable and keeping harmony.”
- Growth Identity Shift: “My value comes from enabling growth—even when it’s uncomfortable.”
- Test Behavior: Name a concern sooner rather than smoothing it over.

C Style (Conscientiousness / Quality)

- Old Identity Trap: “My value comes from accuracy and high standards.”
- Growth Identity Shift: “My value comes from discernment and trust.”
- Test Behavior: Let something be good enough and observe the outcome.

Brain Insight:

Each style’s identity trap is tied to how the brain learned to stay safe and valuable. Growth doesn’t mean abandoning style—it means updating the reward system.

Using AI as a Communication Think Partner

1. The Core DiSC Adaptation Prompt (Most Versatile)

Use when: Preparing for any important conversation

Prompt:

I need to communicate about [briefly describe the situation]. The goal is [desired outcome]. The person I'm communicating with is a high [D/i/S/C]. Help me adapt my message by identifying:

- *What I should lead with*
- *What to emphasize*
- *What to deliberately leave out*
- *What would not work with this style*

2. “Say It Four Ways” Prompt (Powerful for Flexing)

Use when: You want to see contrast across styles

Prompt:

I need to communicate about [situation]. The outcome must stay the same. Show me how to say this effectively to a high D, i, S, and C — focusing on tone, emphasis, and structure rather than word-for-word scripting.

3. The Authority & Confidence Check

Use when: You're worried about sounding too soft or too harsh

Prompt:

I need to communicate about [situation] and want to sound confident, clear, and credible — not apologetic or abrasive. The person I'm speaking to is a high [DiSC style]. What language choices should I make or avoid?

4. The “Intent vs. Impact” Prompt

Use when: A message didn't land the way it was intended

Prompt:

I communicated about [situation], and it didn't land well. My intent was [intent]. The other person is likely a high [DiSC style]. Help me understand what may have triggered resistance and how to repair or reframe the message.

Using AI as a Communication Think Partner

5. The High-Stakes, Real-Time Prompt (Quick Prep)

Use when: You have 2 minutes before a conversation

Prompt:

I have a high-stakes conversation coming up about [situation]. The person is a high [DiSC style]. Give me a short checklist of what to lead with, what to emphasize, and one thing to avoid.

6. The Group or Meeting Prompt

Use when: Leading a mixed-style group

Prompt:

I'm leading a meeting about [topic] with a mix of D, i, S, and C styles. What should I include to engage all styles, and where do I need to be especially clear or intentional?

7. The Post-Conversation Reflection Prompt

Use when: Learning from experience

Prompt:

I had a conversation about [situation] with someone who is a high [DiSC style]. What reflection questions can help me assess whether I adapted effectively and what I might do differently next time?

The Action Strategy

Application

I commit to:

To reduce interference, I will

so that

Recommended Reading: The Action Chapter, pages 104-153

The Science of High-Performance Leadership: 7 Brain-Based Strategies to Become a Leader Worth Following

TEAM TALK

Have your team respond to the three questions:

- Clarity: Where do you and others experience confusion?
- Control: Where do you and others feel like you have little voice or choice?
- Consequence: Where do you and others experience extra stress?

Have your team identify the top interference associated with clarity, control, and consequences.

For each interference, have your team identify the WHAT, SO WHAT, and NOW What.



Performance equals potential minus interference.