

Optum



Provider Development Institute

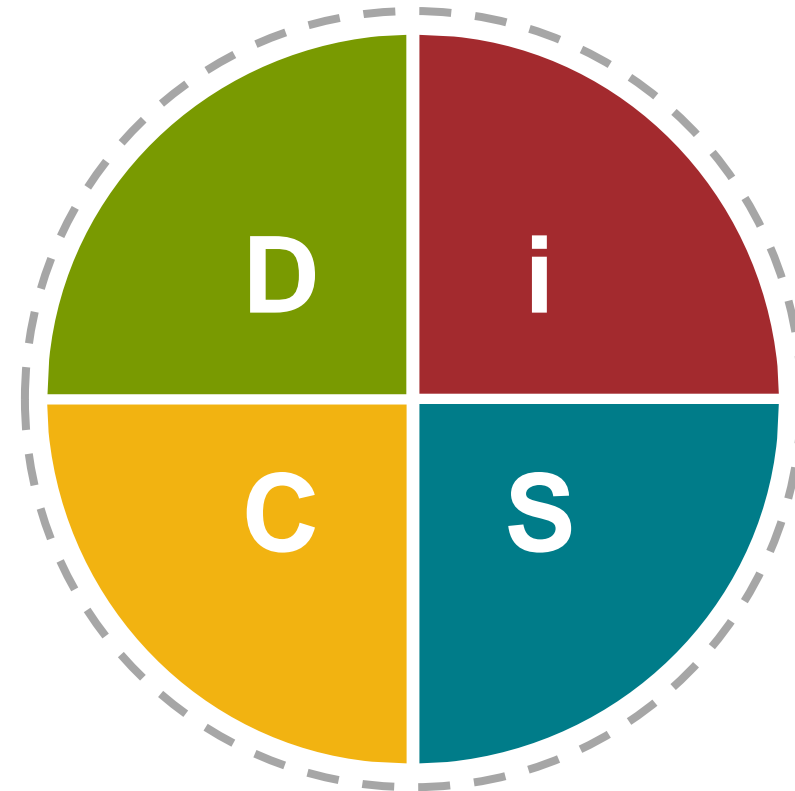


4 March 2025

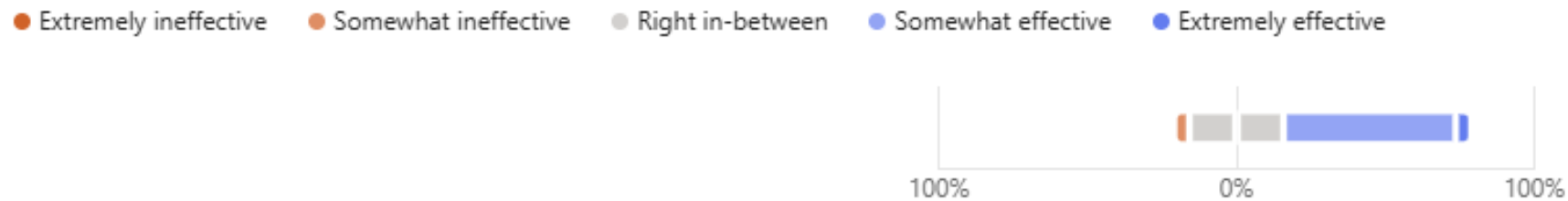
Communication skills

Key ideas

- 1 Becoming familiarized with the four DiSC communication styles
- 2 Identifying your personal communication style
- 3 Understanding the communication styles of others
- 4 Learning how to effectively engage with other communication styles



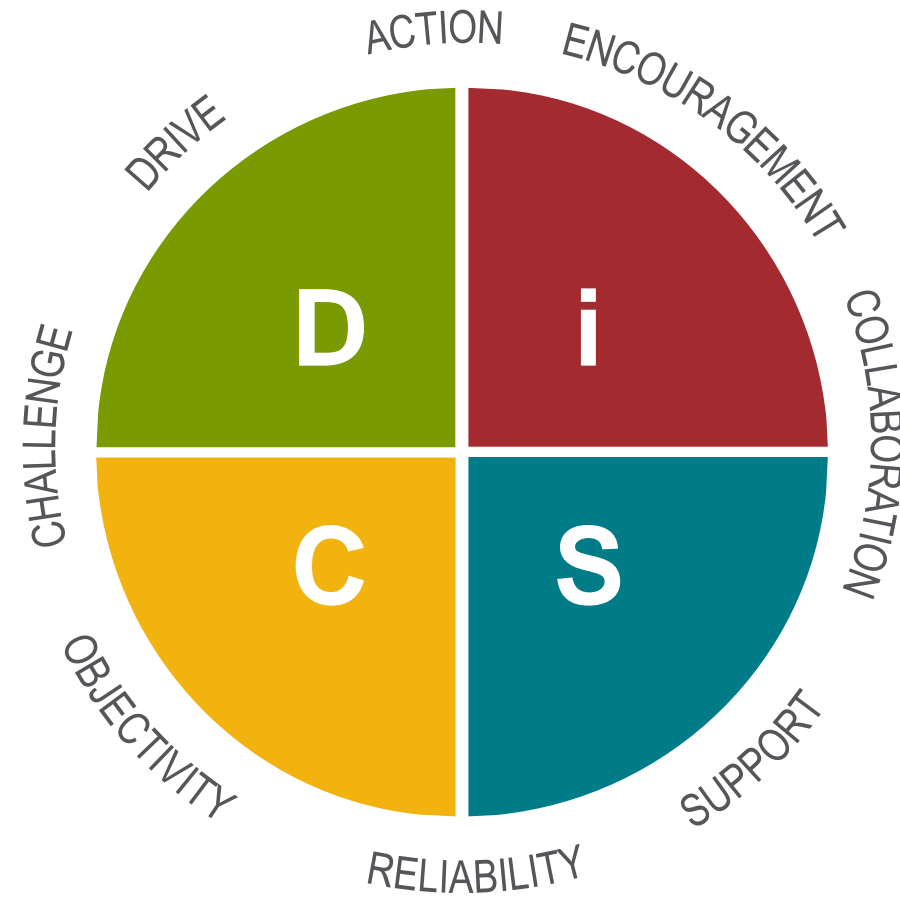
Please rate your level of effectiveness in navigating different communication styles (passive, collaborative, avoidance, competing)



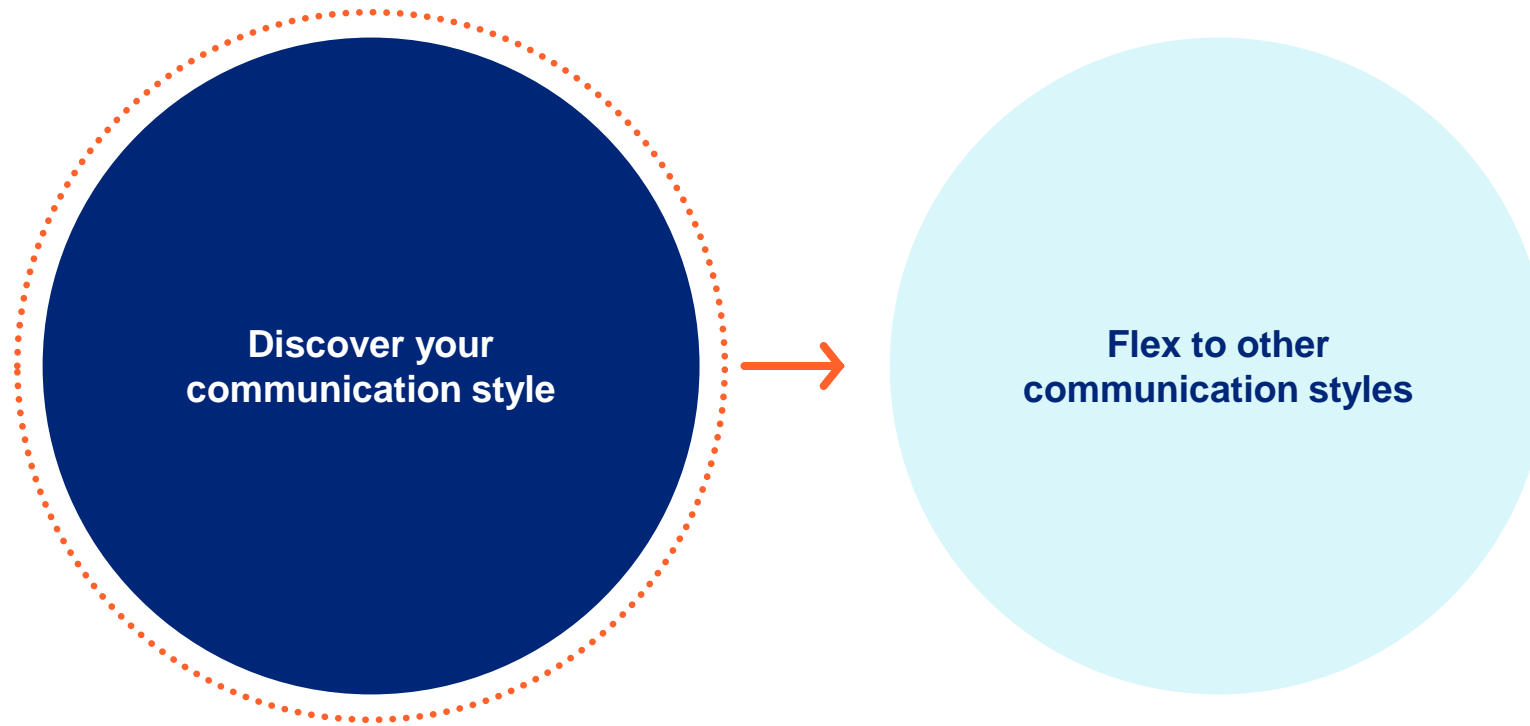
The power of a model

A behavioral classification tool

- Define people by type/category
- Framework to know yourself
- Helps people be more self aware
- Provide framework for how you show up
- How you communicate with others
- Helps people understand themselves



Communication skills

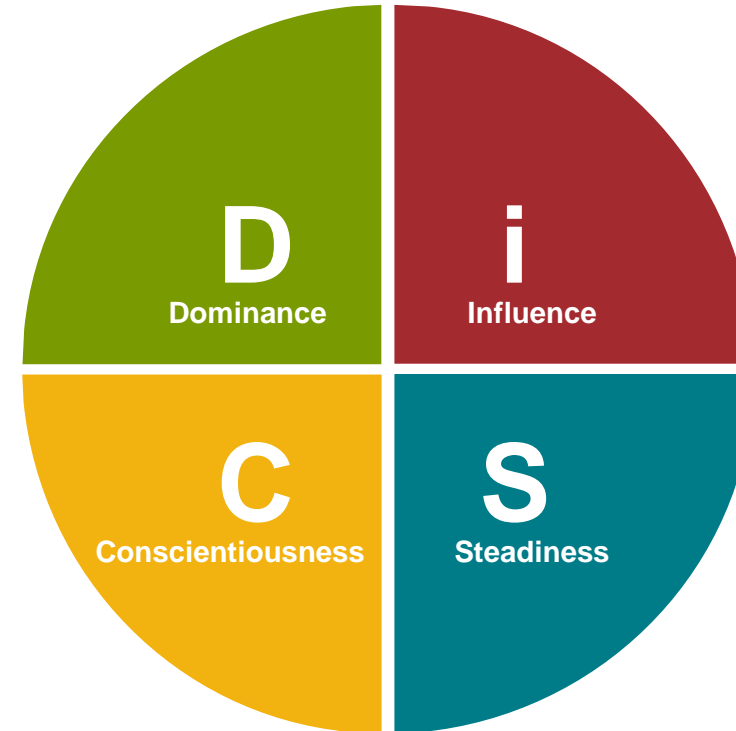


DiSC in the world



What is DiSC?

- Assessment tool that measures preferences and behavioral tendencies
- Used to increase emotional intelligence and improve communication and relationship dynamics
- We are all a blend of the 4 styles
None are any better than the other



Reflection

- What resonated most?
- What was hard to hear?
- What did you reject?
- What are you curious about?

Breakouts



Listen for themes



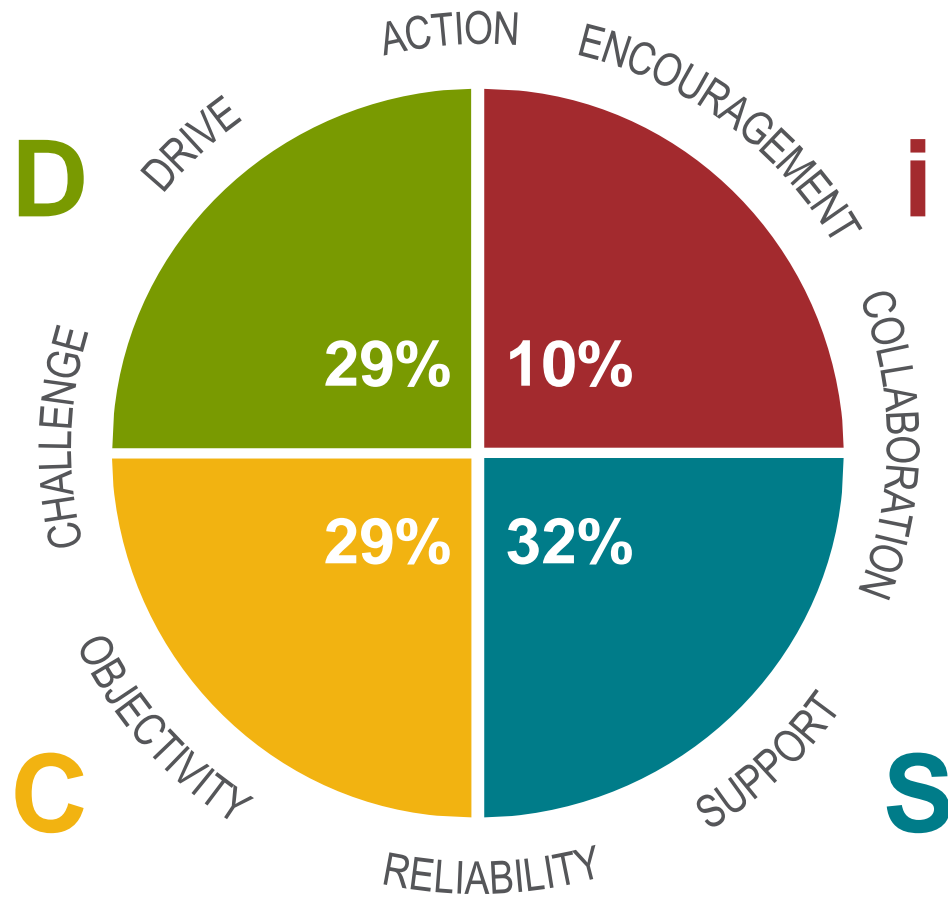
**Be aware of what you
notice and feel**

Group share

- What resonated most?
- What was hard to hear?
- What did you reject?
- What are you curious about?

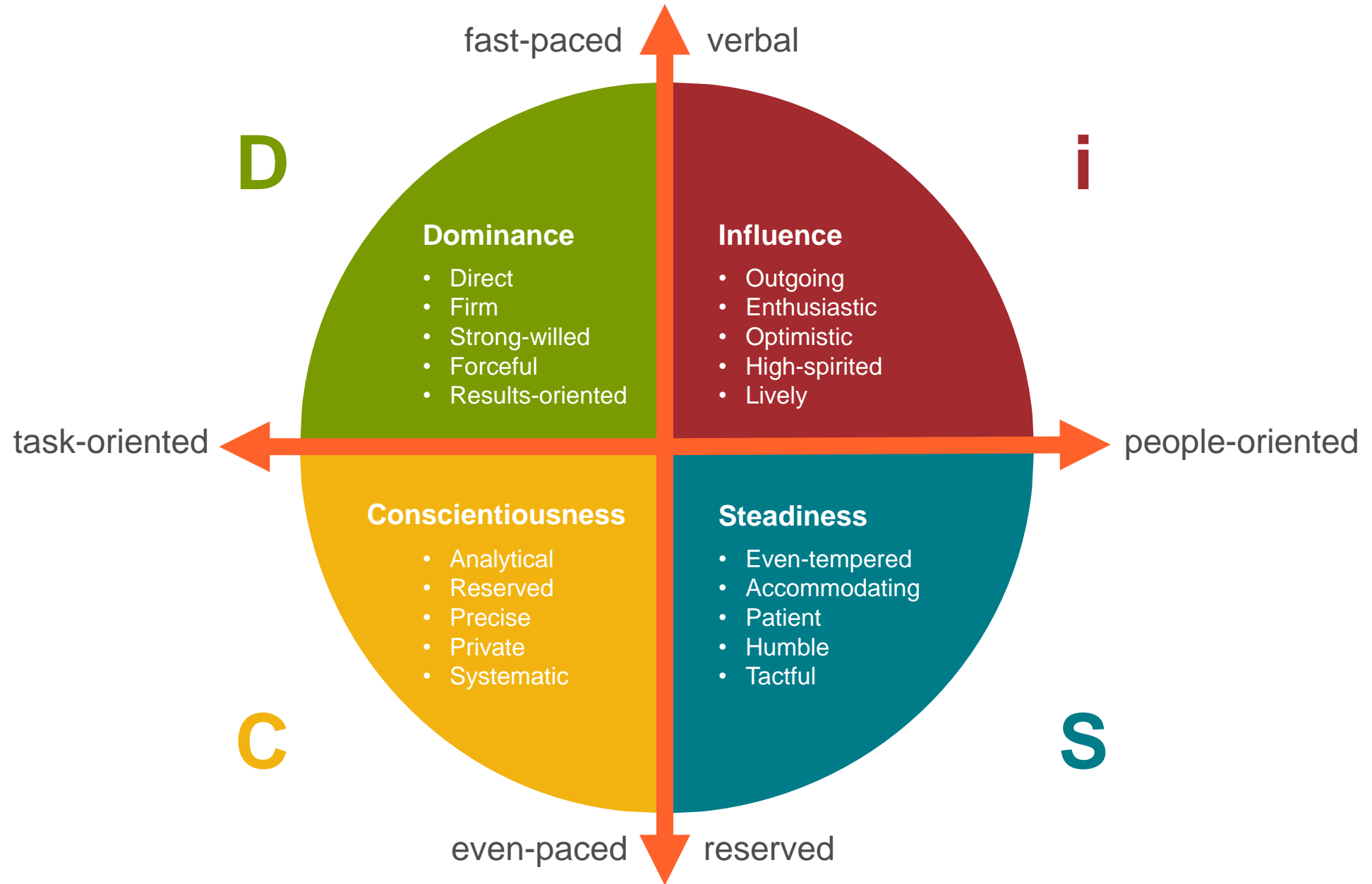


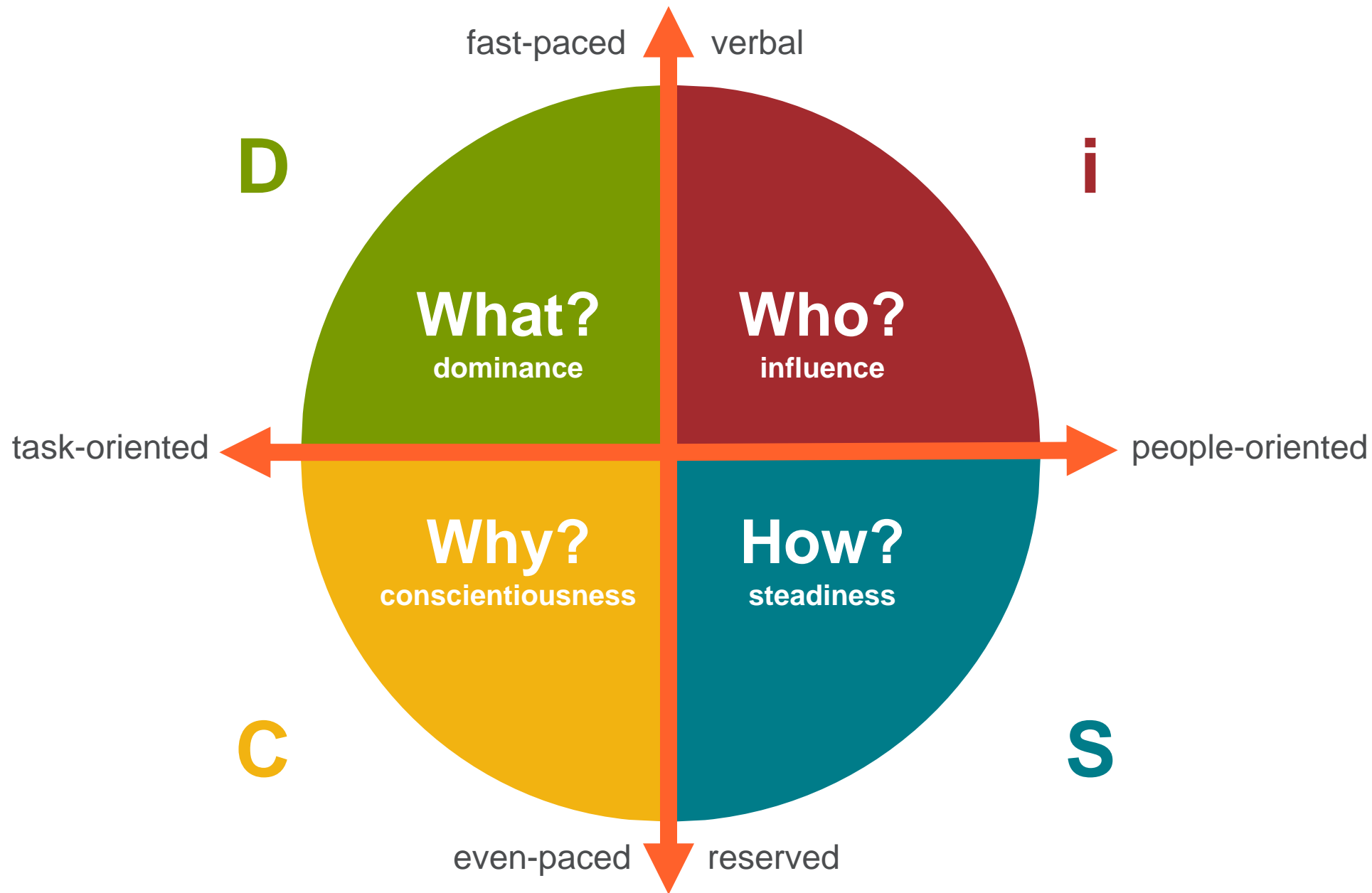
Your group map



General population breakdown:

- 1–10% are D types
- 10–20% are I types
- 60–70% are S types
- 15–25% are C types





DiSC & Wonder Woman



Reminders

What DiSC is:	What DiSC is not:
A snapshot of your preferences	A device to label people
A tool to help understand your strengths and potential limitations	Something to hide behind
A tool to develop self awareness of your tendencies	The “answer”
A tool to help you build and develop relationships	A measurement of intelligence, education, values, skills or experience
	Who you are as a whole

DiSC style & style combinations



D



i



S



C



Dominant



Direct, decisive, problem solver



Priorities: displaying drive, taking action, challenging self and others

Motivated by: power and authority, competition, winning and success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

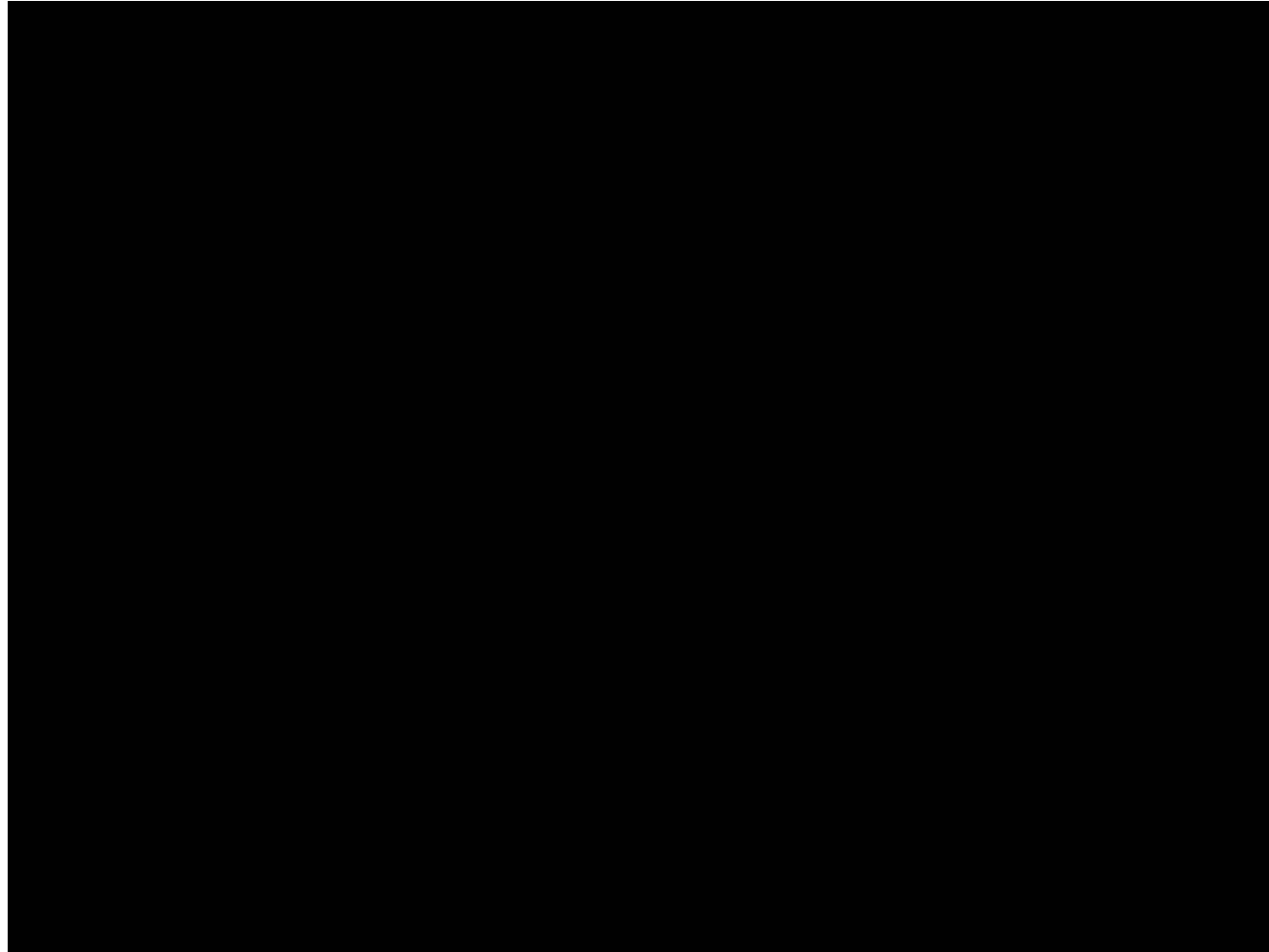
Communication with the D style

D

- Give them the bottom line
- Be brief and speak up
- Focus your discussion narrowly
- Avoid generalizations
- Refrain from repeating yourself
- Focus on solutions rather than problems



Dominance approach



Influential



Enthusiastic, optimistic, persuasive



Priorities: providing encouragement, taking action, fostering collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

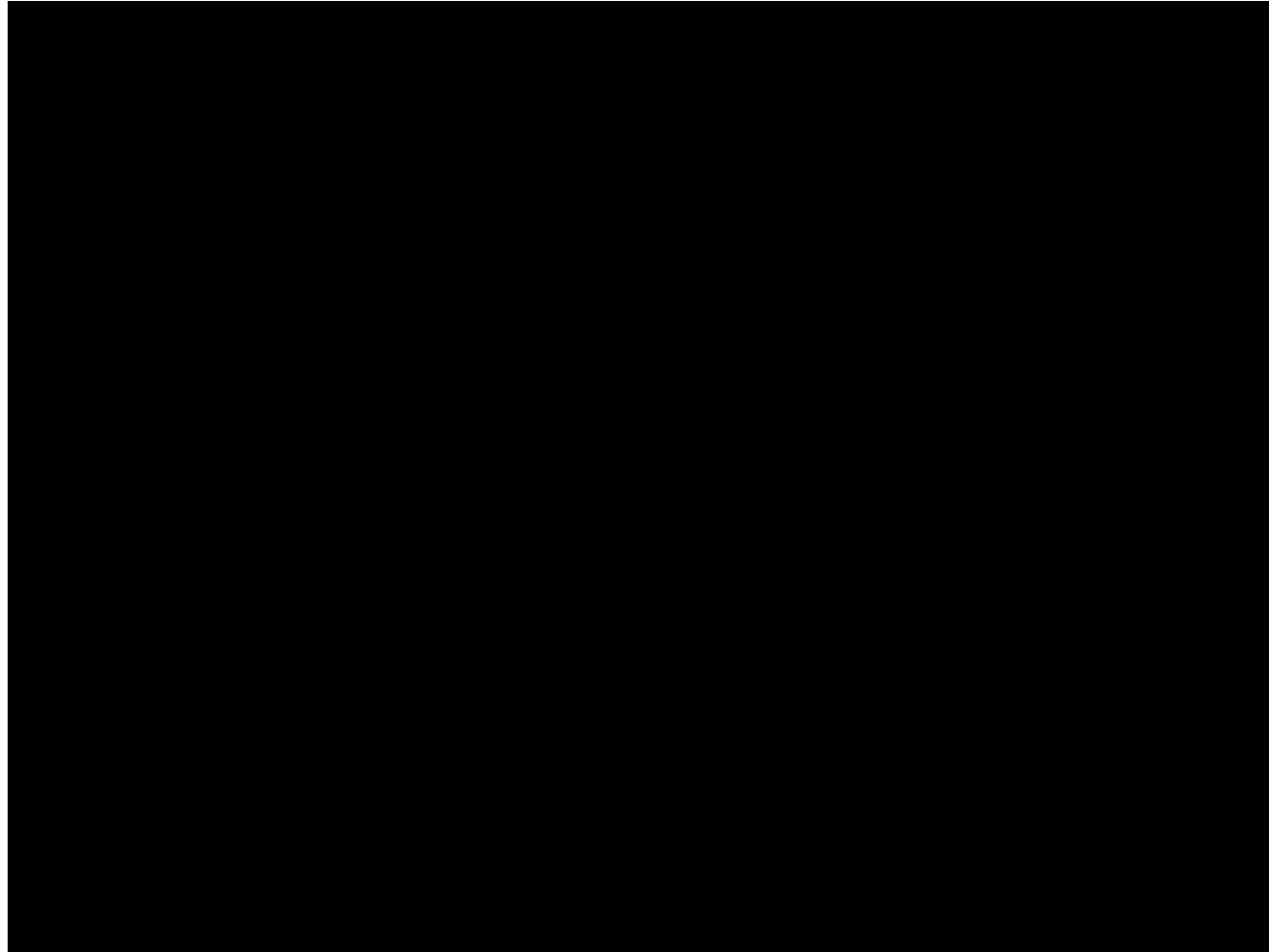
Communication with the i style

i

- Share your experiences
- Allow them time to ask questions and talk
- Focus on the positives
- Avoid overloading them with details
- Don't interrupt them
- Show respect for their spontaneity, high energy, and optimism



Influence approach



Steady



Predictable, stable, understanding



Priorities: giving support, achieving reliability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

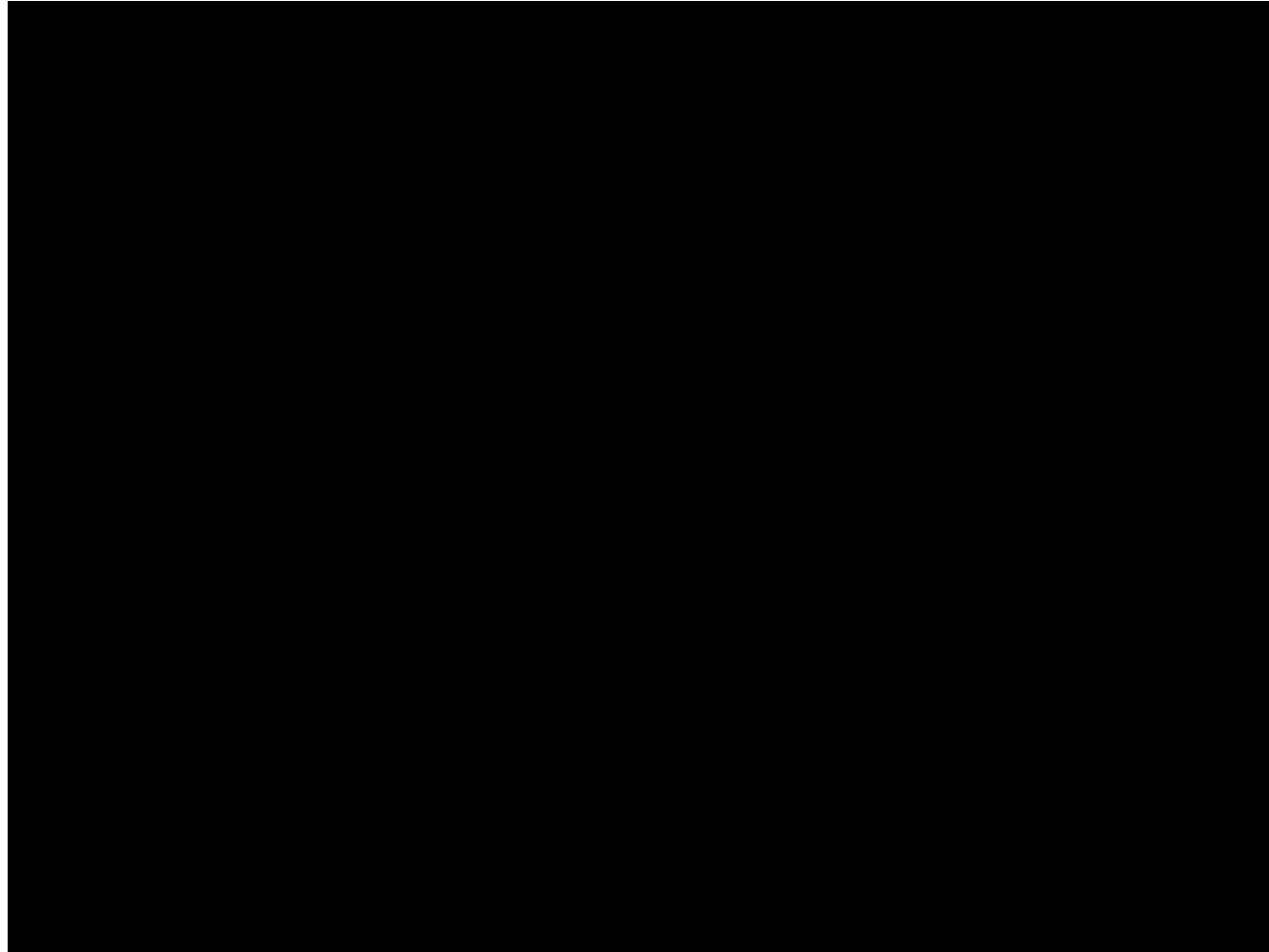
Communication with the S style

S

- Be personal and amiable
- Express your interest in them
- Let them know what you expect of them
- Take time to provide clarification
- Be polite
- Avoid being confrontational or too aggressive



Steadiness approach



Conscientious

Analytical, careful, precise



Priorities: ensuring objectivity, achieving reliability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

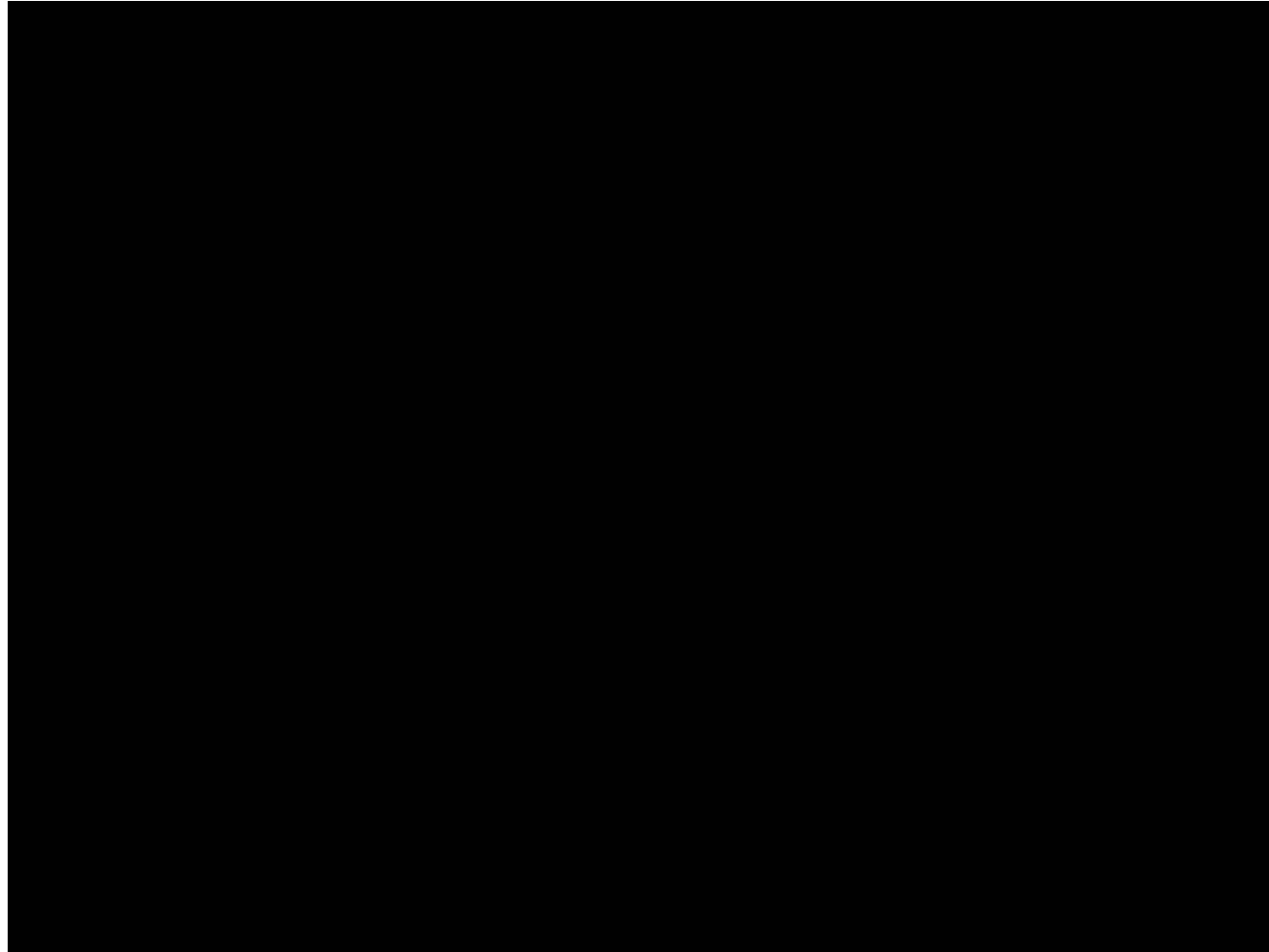
Communication with the C style

C

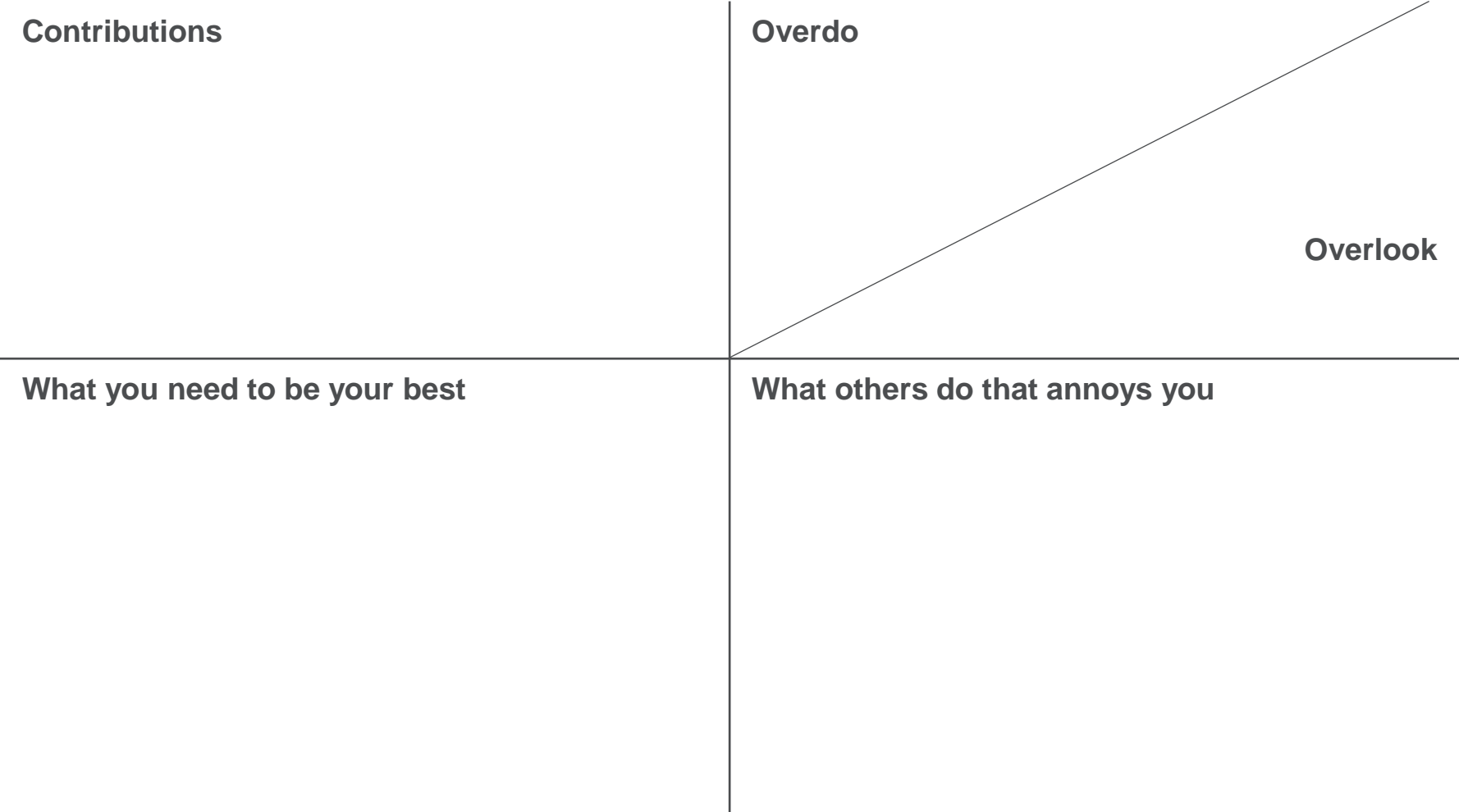
- Focus on facts and details
- Minimize “pep talk” or emotional language
- Be patient, persistent, and diplomatic
- Respect their preference to work independently
- Don’t be put off by their more detached approach
- Allow time to get to know each other better to avoid misunderstanding



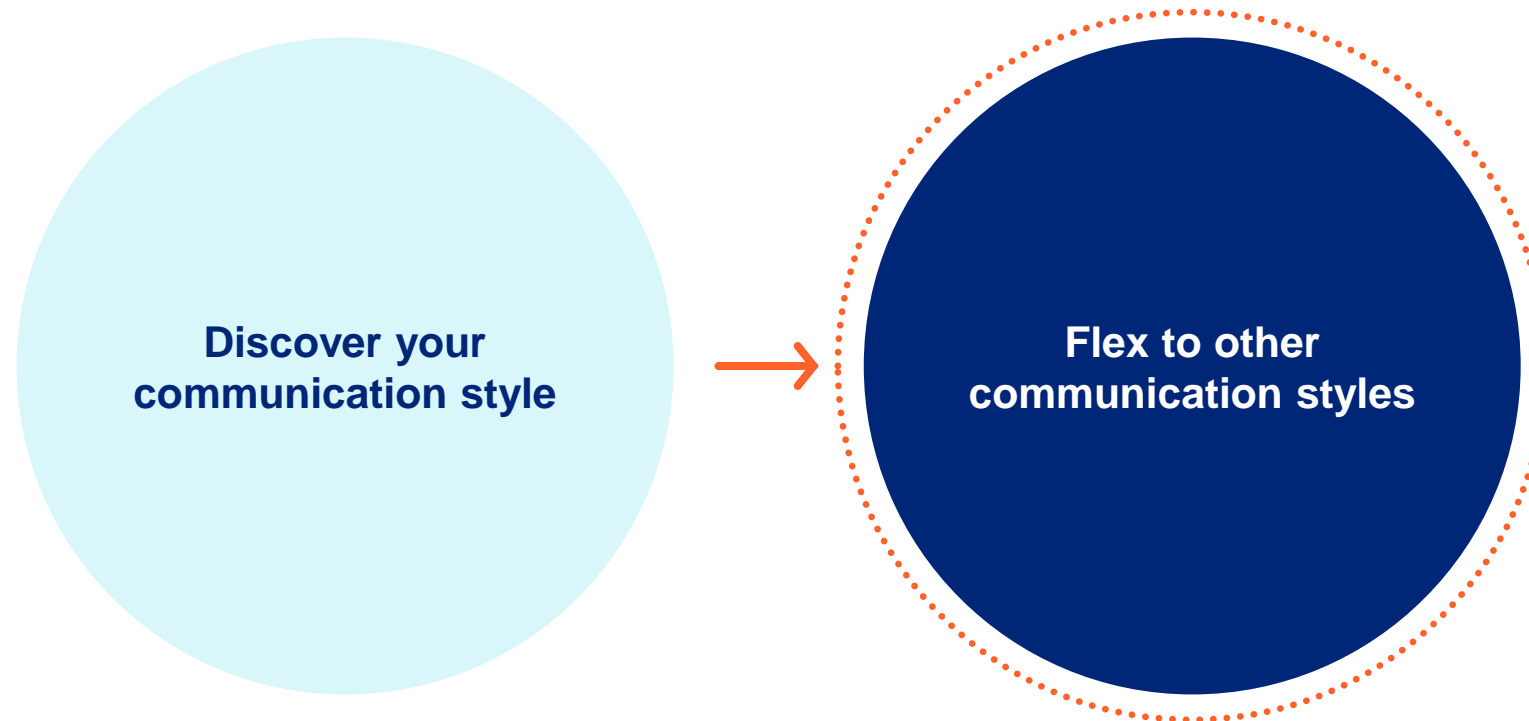
Conscientiousness approach



Reflection exercise



Communication skills



Style differences

Feedback

Listening

Change

I know I am right because...

Conflict

Time management

Breakouts



*also see page 6 of
DiSC report



What do you notice
about the different
styles?



Where is there room
for misunderstandings
and conflicts?



How can you flex your
style to meet in the
middle?

Intent vs. impact



We judge others by their actions.

We judge ourselves by our intent.



Intent doesn't always produce the impact we want.



What if we presumed positive intent from others?

The platinum rule



The golden rule:
Treat others how **you** want to be treated



The platinum rule:
Treat others how **they** need or want to be treated

Group share

Why is the platinum rule more effective than the golden rule?



Breakouts



***also see pp. 12-15
of DiSC report**



**Identify and focus on a
key relationship:
One to build or one to
repair**



**What could you do
differently to get a
better outcome?**



**How can you use DiSC to
flex your style or enhance
the relationship?**

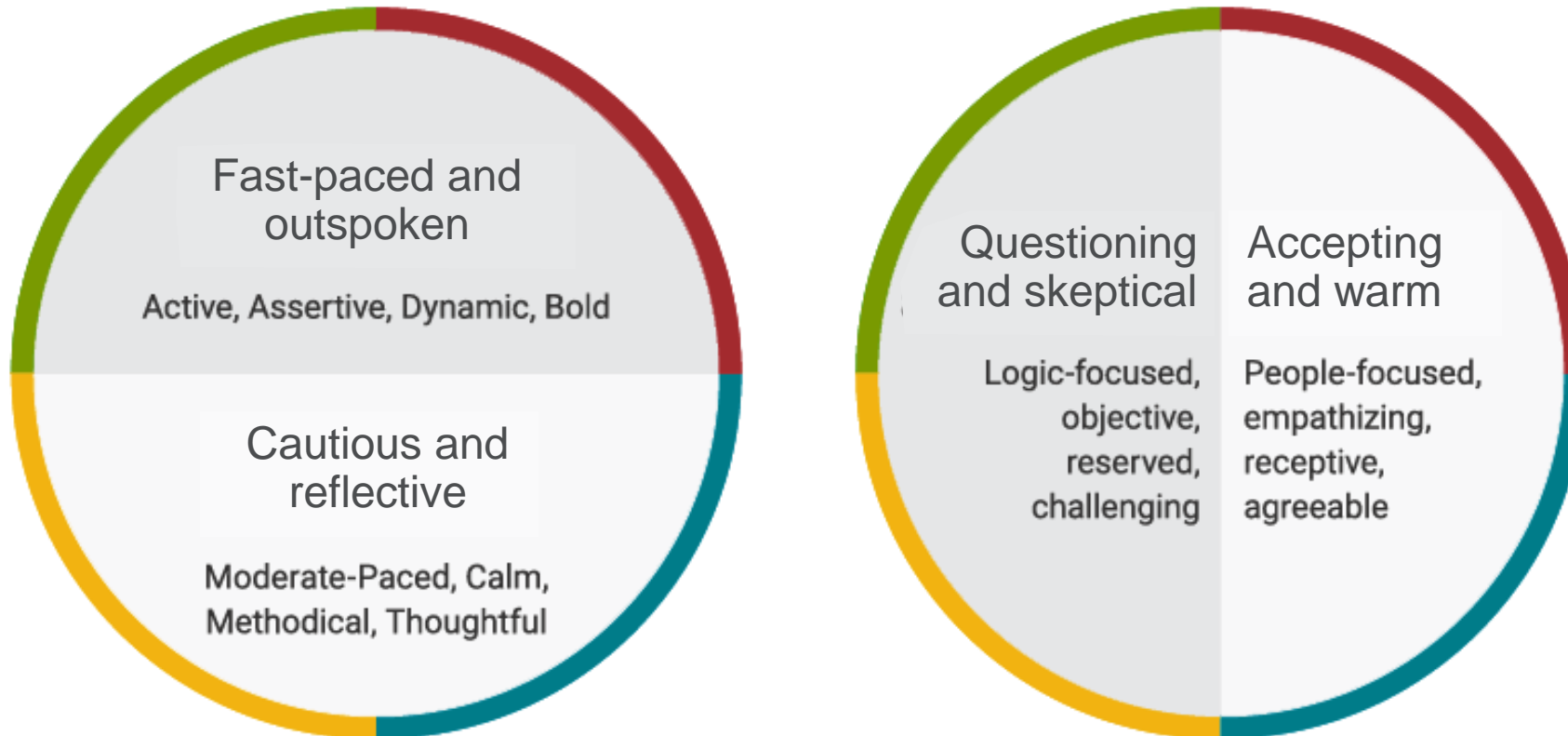
Group share

- What was the experience like?
- What did you learn?



People reading

Combine this person's tendencies to assess possible style



Flex your style to meet others



How can you flex?

Dominant

Values

Authority, taking charge, achieving results

When communicating with them:

- State bottom line
- Be concise
- Don't generalize
- Avoid repeating yourself

How else can you flex with a D?

Influential

Values

Enthusiasm, acceptance, freedom to persuade

When communicating with them:

- Share experience
- Don't interrupt
- Keep it positive
- Avoid excessive details

How else can you flex with an I?

Conscientious

Values

Accuracy, quality, attention to detail

When communicating with them:

- Focus on facts
- Be diplomatic
- Provide details
- Be patient

How else can you flex with a C?

Steady

Values

Cooperation, support, stability

When communicating with them:

- Be polite
- Show interest
- State expectations
- Provide clarification

How else can you flex with an S?

Working with styles resource sheet

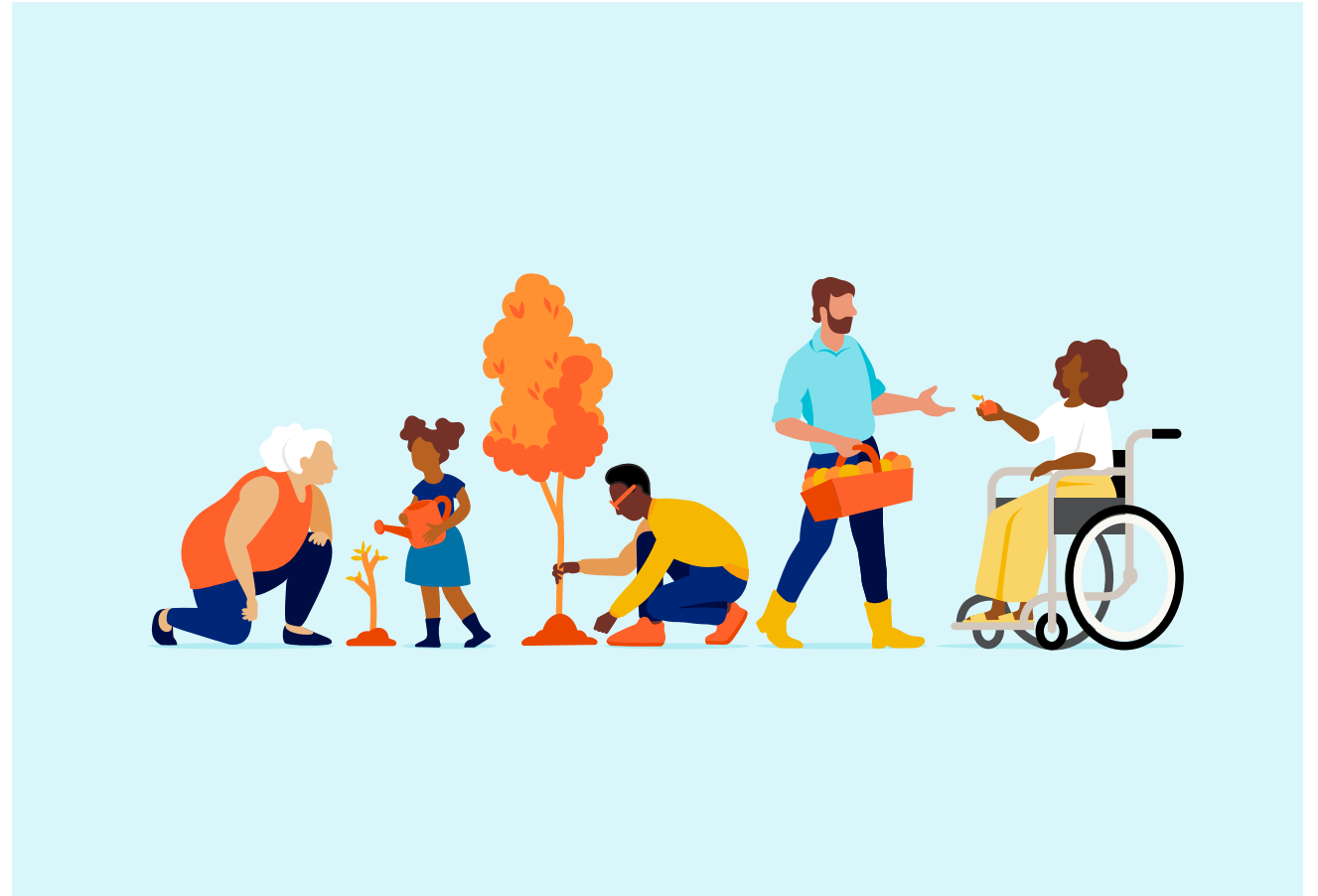
Style	Qualities	Characteristics	Preferences
Dominant D	<ul style="list-style-type: none"> Assertive and focused Direct and decisive Risk taker Self motivated 	<ul style="list-style-type: none"> Sound confident, clear, quick Direct, impatient, hurried Focused on the bottom line Motivated by success, winning 	<ul style="list-style-type: none"> Get right to the point Avoid idle chatter Use direct and assertive phrasing Avoid repeating yourself Focus on solutions
Influential i	<ul style="list-style-type: none"> Friendly Peace maker Optimistic Impulsive 	<ul style="list-style-type: none"> Sound energetic and lively Hurried; interrupts Emotional Talkative; opinionated 	<ul style="list-style-type: none"> Be optimistic and enthusiastic Allow them to ask questions Avoid too many details Express gratitude Stress the benefits
Steady S	<ul style="list-style-type: none"> Compassionate Considerate Patient and calm Resistant to change 	<ul style="list-style-type: none"> Sound calm and friendly Good listener Can be indecisive Helpful to others 	<ul style="list-style-type: none"> Act friendly, non-threatening Be patient; speak calmly and slowly Provide clarification Clearly state expectations Avoid being confrontational
Conscientious C	<ul style="list-style-type: none"> Cautious Even tempered Analytical Systematic 	<ul style="list-style-type: none"> Sound diplomatic and tactful Prioritizes accuracy Demonstrates knowledge Perfectionist 	<ul style="list-style-type: none"> Proceed slowly Avoid over enthusiasm Give them time to process Avoid interrupting Explain the why behind actions

Communicating with groups

D	Give the big picture
i	Generate excitement
S	Show empathy
C	Provide details

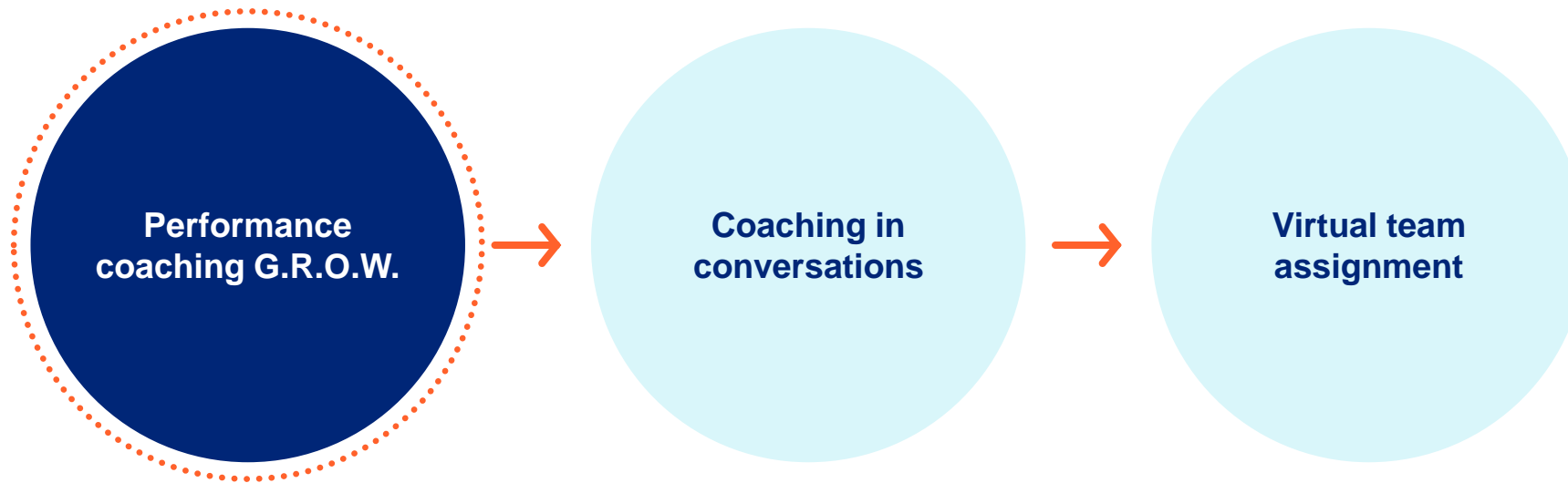
Key ideas

- 1 Working outside of your style takes energy and can cause stress.
- 2 When someone “pushes your buttons,” consider intentions.
- 3 Do your best to flex into each style when needed.
- 4 To understand what people need, watch what they do.
- 5 Treat others the way they need to be treated.

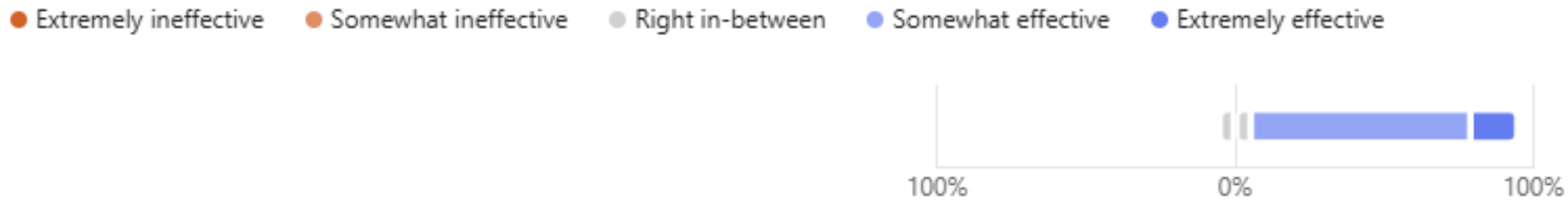


Coaching

Coaching for performance goals



Rate your level of effectiveness when coaching your clinic/team members



InsideOut COACHING™

More leaders coaching, more often, for more impact





Getting started

Think about:


- What's most important for you and your team to accomplish right now?
- A situation where you are stuck or where you need to make progress

This will form the basis for your application and first coaching routine.

1



MODULE 1 COACHING DRIVES RESULTS



“As a leader, your number one priority is to help others perform at their best and to get them to believe in what’s possible.”

-Alan Fine-



What is coaching?

The practice of helping others make decisions, commit to actions, and produce results.

The Europeans coined the term “coach” for a vehicle that takes valued people from where they are to where they want to go.



Why is coaching important?



- Coaching is critical to our success right now because...
- My best coach helped me...
- If I were to do one thing to improve my coaching, I would...
- If I coached more/more effectively, my people would...



**Coaching is critical
to our success right
now because...**



**My best coach helped
me...**



**If I were to do one
thing to improve my
coaching, I would...**



**If I coached
more/more effectively,
my people would...**

Group debrief



- Coaching is critical to our success right now because...
- My best coach helped me...
- If I were to do one thing to improve my coaching, I would...
- If I coached more/more effectively, my people would...





If we already know so much about coaching,
why don't we coach more?



Two Coaching Approaches

Outside-In Coaching



InsideOut Coaching



Outside-in coaching

Performance = Capacity + Knowledge

$$P = C + K$$

The “tell” or “advice-giving” approach.

Give advice or transfer more knowledge to the individual.



What can I put in?



When **outside-in** works best

The coach:

- Is an expert
- Can effectively communicate knowledge to the individual

The individual:

- Is interested in what the coach has to say
- Has enough awareness to act on the advice

How often do all four conditions show up?





Inside-out coaching



Performance = Capacity – Interference

$$P = C - I$$

The “ask” approach.

Remove barriers so the individual
can learn faster and act on existing knowledge.

What can I bring out?

Why is coaching important?

A belief that **everyone**
has capacity to learn and
perform at **a higher level**.



2

MODULE 2 NATURE OF PERFORMANCE



Nature of performance



What stands out to you?





The Performance Wheel TM





Fundamentals of high/optimal performance

- We all have phenomenal capacity to learn and perform at a higher level
- The biggest obstacle to improving performance *is not* knowing what to do, it is *doing* what we know
- Interference blocks capacity to access what we already know
- Increasing focus reduces interference



Getting stuck

As you watch, think about *why* people get stuck?



What is interference?

Anything that blocks further progress.





External interference

Something in the environment, usually beyond our control

- Unclear goals
- Deadline changes
- Broken equipment
- Interruptions from colleagues
- Information overload
- Competing priorities





Internal interference

Unproductive dialogue in your head, or mental clutter, that we can control or influence

- Frustration
- Fear and anxiety
- Distrusting or playing the blame game
- Insecurity or self doubt
- Feeling overwhelmed



Exercise

Focus powers performance



Change focus, change performance



**Watch how Alan helps Jim focus
and the impact on Jim's performance wheel.**



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MODULE 3 COACHING FOR BREAKTHROUGH

Breakthrough

A breakthrough is
a shift that permits further
progress.



Introduction to GROW

What stands out to you?

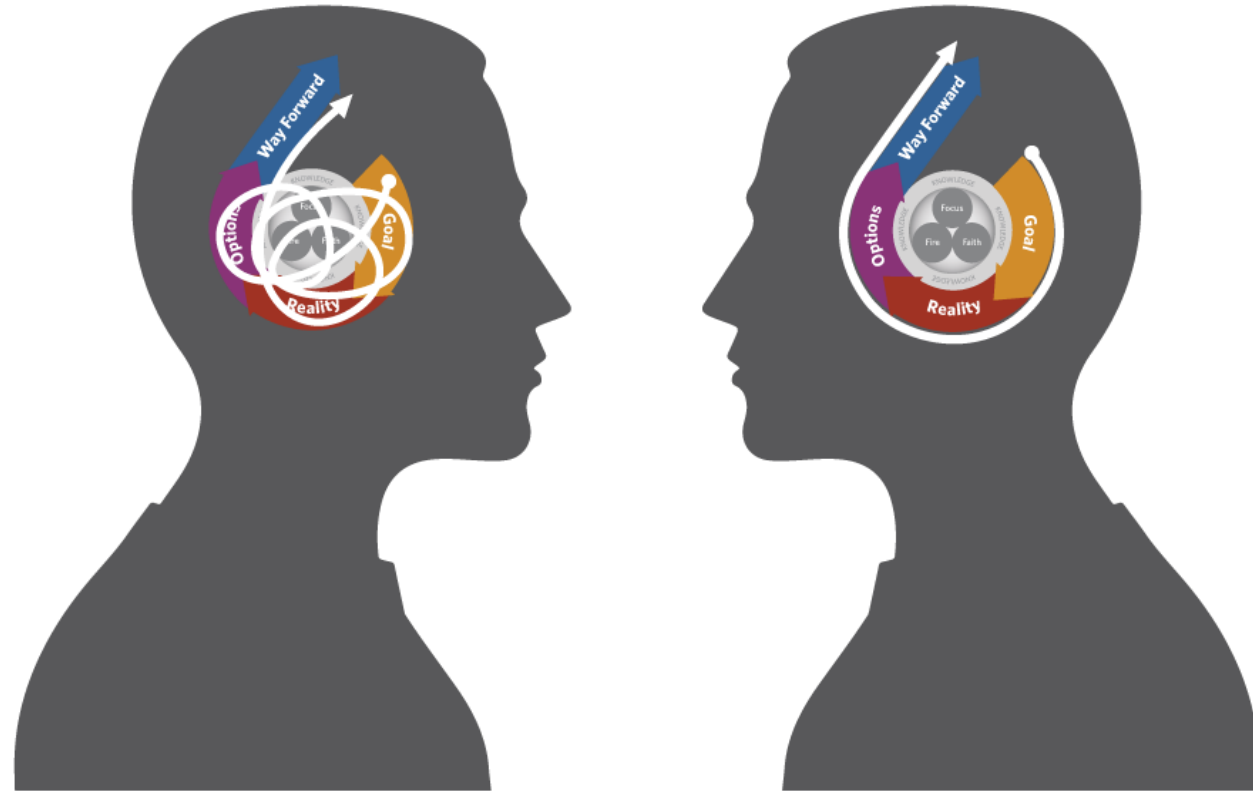


The GROW® model



GROW Model

Decision Velocity®



Decisions ► Actions ► Results



How to use GROW®

GOAL

Clarify the goal of the conversation

REALITY

Get a sense of the current state of performance

OPTIONS

Explore every idea without judgment

WAY FORWARD

Identify specific actions and agree on a timeline for completion



Coaching for breakthrough

What do you notice as Alan uses the model?







Where could you use a breakthrough?

- Think about a situation where you need to make progress
- This may be the key priority or goal you identified or the situation you noted



Reflection: Coaching for breakthrough situations

SELL: How can I make a more personal connection with a client?

DEVELOP: How can I help my team think beyond the day-to-day and more about the big picture?

MOTIVATE: What can I do to re-engage employees?

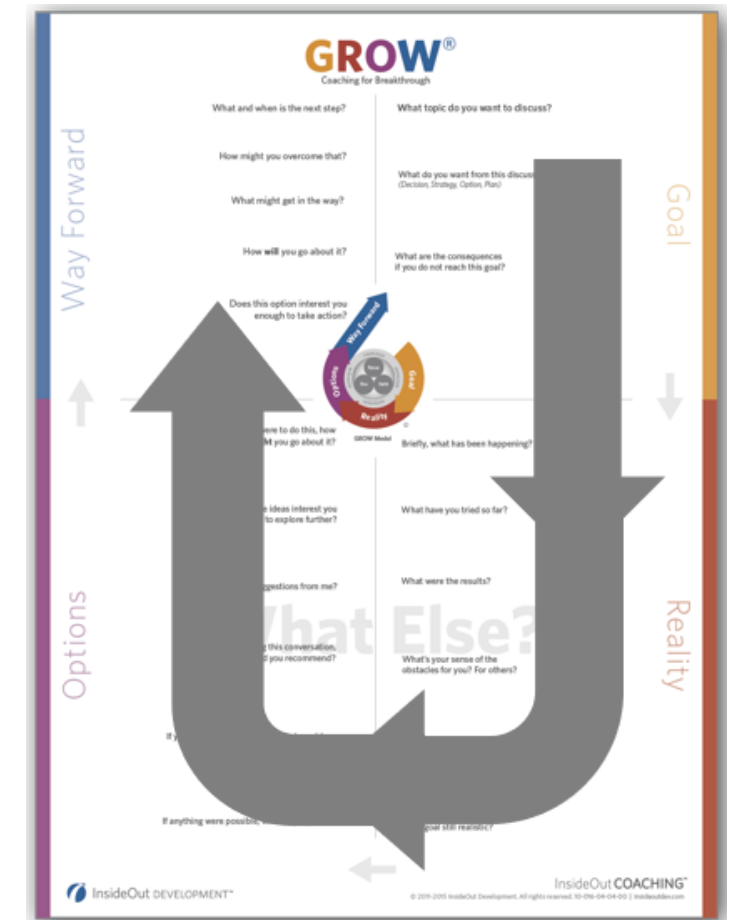
ROI: How can I improve the customer experience to better leverage our investment?

STRUCTURE: How can I reorganize personnel to support a growing business?

SELF-ASSESS: What can I do to sustain my productivity at work but also achieve a better work/life balance?

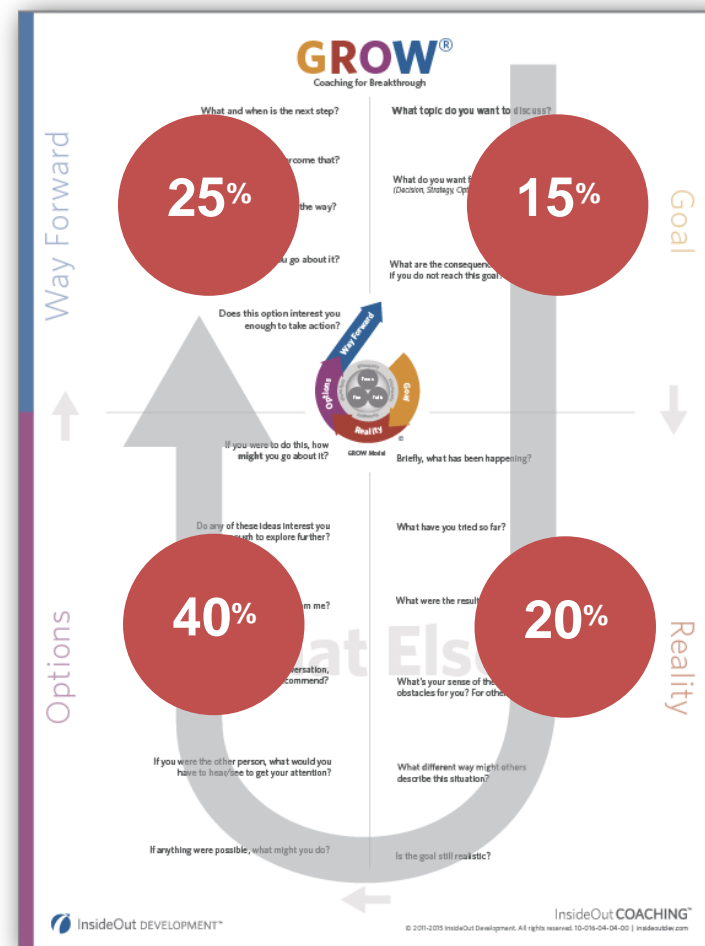
Coaching for breakthrough practice

- Select a current challenge in your control
- Decide who gets coached first
- As the coach: Ask questions starting at the upper right and moving clockwise
- Take notes for the client



GROW® tips

- Set a **Goal** for the discussion
- Don't dwell in **Reality**
- Avoid evaluating **Options** until all ideas are on the table
- **Ask**, "What else?"
- Specify *what* and *when* in the **Way Forward**
- Resist offering your opinion or advice
- **Ask** questions in **order**





What were your
observations as the
coach?



What were your
observations as the
client?



What were your
observations as the
observer?

4



MODULE 4 COACHING CHECK-INS & FEEDBACK

Check-in

A check-in is a follow up conversation to track progress, provide feedback, and support accountability.





Check-in questions

- What's working?
- Where are you getting stuck?
- What might you do differently?

Giving feedback



Delivering feedback



- Ask the individual's point of view first—allow the other person to empty their glass
- Provide feedback—fill up his/her glass with your perspective



Check-In Conversation

What's **working**?

Where **are you**
getting stuck?

What **might** you
do differently?

Feedback Conversation

What **worked**?

Where **did you**
get stuck?

What **would** you
do differently?




Coaching review

- Module 1: Coaching drives results
- Module 2: Nature of performance
- Module 3: Coaching for breakthrough
- Module 4: Coaching check-ins and feedback


Schedule future meetings with learner group



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Reflections and next steps

Reflect on the GROW® coaching for breakthrough conversation.



What are some of your insights after practicing the GROW® model?

What worked for you?

Where did you get stuck?

When will you have this conversation? Or where can you apply this conversation in your workplace or life?

Next steps

Meeting #1

Happening today with your Learning Group

- Choose one conversation that you will commit to having in the next two weeks (1/person):
 - GROW® coaching for breakthrough conversation
 - Check-in conversation
 - Feedback conversation
- Establish a time frame for everyone to complete their conversation.
- Identify a virtual team leader to set up future meetings.

Meeting #2

Please schedule it for 2-4 weeks from today (60-90 minutes: goal 15-20 minutes/person)

- Each person will share their experience of applying the:
 - GROW® coaching for breakthrough conversation *or*
 - Check-in *or*
 - Feedback conversation
- Commit to having one or two more of the conversations.
- Date: _____ Location: _____

Meeting #3

Please schedule for 4-6 weeks from today (60-90 minutes: goal 15-20 minutes/person)

- Come together to share and debrief your experiences: use the check-in or feedback conversation.
- Reflect on your key learnings.
- Plan your next conversation and have it within the next week.
- Create a system to make these conversations a weekly/monthly habit.
 - 1:1's, huddles, project updates.

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Reflections and next steps
Reflect on the GROW® coaching for breakthrough conversation.



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