



**CASE STUDY B: Clash of Styles Between Management**

**Industry:** Non-Profit

**Employees:** 50

**Inscape Products Used:**

- Everything DiSC 363
- Everything DiSC Workplace
- Everything DiSC Comparison Reports

**Client's Challenge**

A non-profit organization hired a new executive director in 2010 to “turn the organization around.” The non-profit was suffering from weak contributions and flagging interest from the business community. Within a year of being hired, the new director accomplished her goal: more money was flowing in, and the organization was better run and more positively recognized. As expected, the board of directors was pleased. However, the positive changes came at the expense of positive relationships between the new director, discovered to be a “High Dominance” type by using the DiSC tools, and the director’s four primary managers, discovered by DiSC to be “Steadiness” types.

The director’s new initiatives and direction had been accomplished through her natural drive and energy, but her managers felt pushed and were frustrated with the frenzied pace of the organization’s turnaround. Some managers expressed their concerns to the board members along with the possibility that they may leave the organization. These valuable employees would be hard to replace. When informed of the situation, the director was genuinely surprised by the feedback and knew that corrective action was critical, but she wasn’t sure where to turn.

**NEXT TURN's Solution:**

A NEXT TURN consultant came on board and implemented the Everything DiSC 363, a 360 feedback process, to gauge the issues and specific areas for improvement for this director. After the DiSC 363 was completed, the feedback revealed that while her direct reports respected her, they felt they were not being developed and inspired and that their ideas were not being considered. They were missing the hands-on approach of the former director, who was less effective but better at the “people” skills of leadership. The director acknowledged that in her efforts to meet the challenge, she pushed her team too hard. It was clear she hadn’t taken the time to get to know them and didn’t understand what would motivate them. She needed to understand specific next steps to take with each of them. However, true to their Steadiness style, they were reluctant to ask for different behavior from their boss. Next, all four managers completed a Workplace Report, each of which was reviewed, then the managers and the director completed a Comparison Report.

**Outcome**

- Meetings were conducted between the direct reports and the director to discuss the reports and desired outcomes.
- The managers identified what strategies they liked in the comparison report while also recommending other ideas.
- The director identified three or four specific actions she would take to improve the working relationships.



**NEXT TURN**

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*Organizational Consulting & Training*

- Each of the director's staff members are now more satisfied working with their director and committed to the organization, knowing that time and money was spent to enhance their level of satisfaction in their jobs.

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