



HARFORD MUTUAL
INSURANCE GROUP

Leadership Development Group
February 20th, 2025



SANDLERSM

McDonnell Consulting Group

Communication is a Two-Way Activity

Listening Exercise

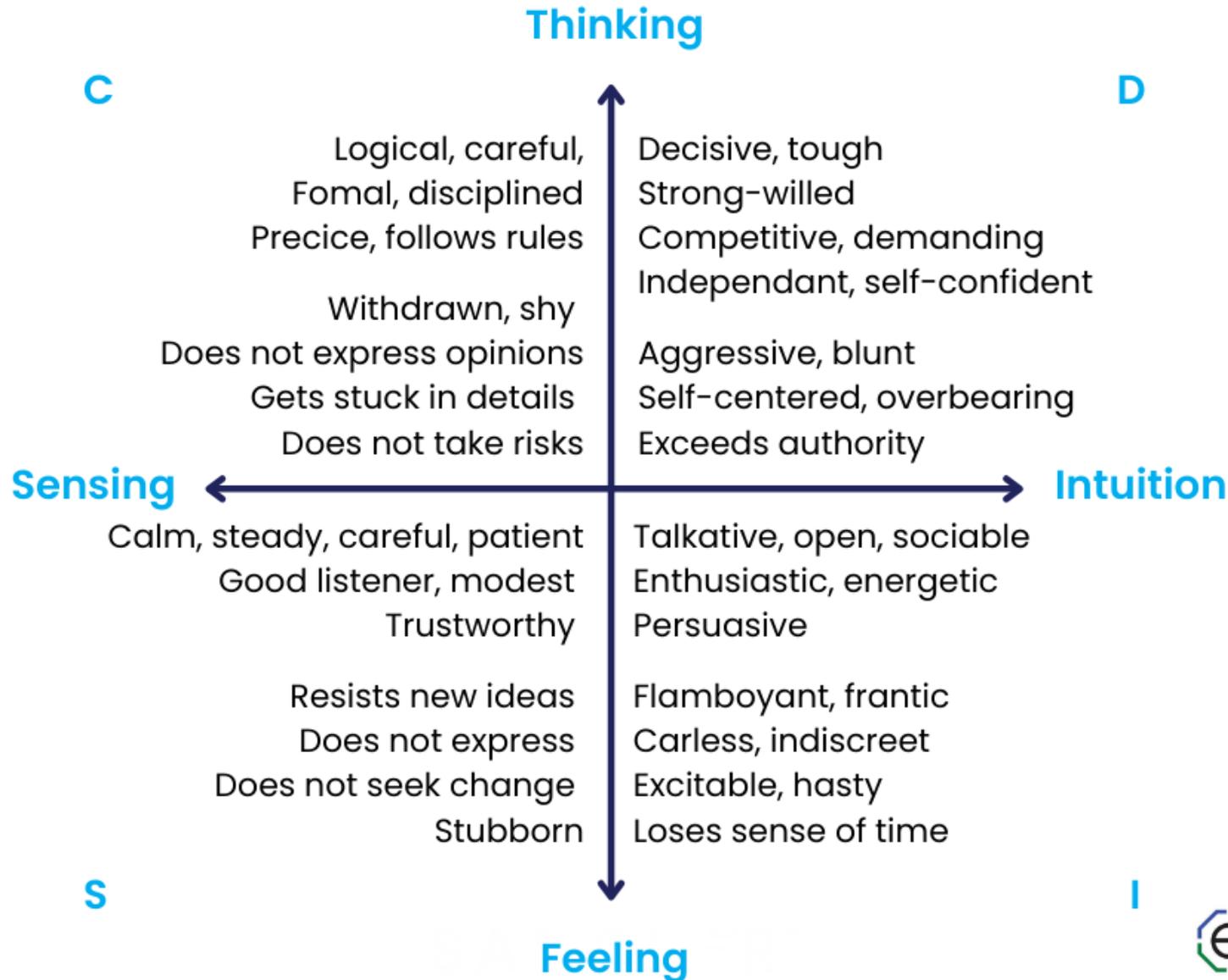
THE 3 KINDS OF LISTENERS

COMBATIVE OR COMPETITIVE – LISTENING TO FIGHT BACK OR PROVE YOU WRONG.

PASSIVE – LISTENING BUT NOT RESPONDING, EITHER PHYSICALLY OR EMOTIONALLY.

ACTIVE – LISTENING WITH ATTENTION, ASK DEFINING QUESTIONS, AND CONFIRM THE MESSAGE.

Four-Quadrant Division of Behavior



- Andrew – IDS
- Arlene – SCI
- Bethany – ISC
- Kelly – SDC
- Nathan – SIC
- Shelby – SIC
- Susie – ISC

Adjusting DISC Styles to Improve Communication

Step 4

Dominant

D-Style

Decisive, Tough, Drivers,
Strong-Willed, Direct,
Competitive, Independent,
Self-Centered

CONVERSATIONS

Direct, straightforward, confident,
brief, only scheduled when needed

EMAILS

Brief, to-the-point, business-like

FEEDBACK

Clear, actionable, results-focused

Influencer

I-Style

Sociable, Charismatic,
Talkative, Energetic,
Spontaneous, Impulsive,
Expressive, Optimistic,
Persuasive, Inspiring

CONVERSATIONS

Casual, use humor and personal stories, colorful language, in-person

EMAILS

Friendly, fun, and personal

FEEDBACK

High-level with encouragement

**Steady-
Relator**

S-Style

Calm, Steady, Loyal,
Careful, Patient, Good
Listener, Modest,
Amiable, Trustworthy

CONVERSATIONS

Calm, agreeable, warm, asking questions, prepared agenda

EMAILS

Warm, sincere, expressive

FEEDBACK

Thoughtfully and empathetically explained



C-Style

Precise, Detailed, Quiet,
Follow Rules,
Systematic, Logical,
Cautions, Formal,
Disciplined

CONVERSATIONS

Serious, business-like, objective,
formal, scheduled, with agenda

EMAILS

Clear, detailed, and factual

FEEDBACK

Specific, detailed, with logical
reasoning, unemotional

Dominant

D-Style

Blind Spots:

- Failing to involve others in problem-solving.
- Omitting too many details for the sake of brevity.
- Displaying impatience when providing detailed instruction.
- Having the urge to criticize others who do not share a sense of urgency.
- Maintaining control by delegating responsibility but not authority.
- Directing others so forcefully that they don't ask questions or discuss problems.
- Reacting aggressively when others try to limit authority or autonomy.
- Working with such a sense of urgency that it causes others unnecessary stress.



Blind Spots:

- Being overly optimistic about people or situations.
- Spending more time interacting with people than on completing tasks.
- Having trouble following consistent, predictable routines.
- Having difficulty limiting time spent with people or in meetings.
- Trusting gut feelings when more planning is necessary.
- Providing insufficient structure for people who need a defined approach to work.
- Getting distracted by multiple new ideas and failing to focus.
- Avoiding decisions that potentially involve losing approval or looking bad.

**Steady-
Relator**

S-Style

Blind Spots:

- Not being direct when communicating negative information.
- Being too passive when assertiveness is necessary.
- Avoiding confrontation and not giving feedback to others who may need it.
- Delaying decisions involving interpersonal conflict.



Compliant

C-Style

Blind Spots:

- Seeking a perfect solution instead of a workable solution.
- Taking a lot of time gathering information and assessing risk before making decisions.
- Avoiding or resisting people who do not use a systematic approach to organizing work.
- Feeling the urge to criticize people who don't meet his/her standards for quality and accuracy.
- Checking in too frequently, with too many questions when someone needs more autonomy.
- Overcomplicating solutions to simple problems.

SANDLERSM
McDonnell Consulting Group

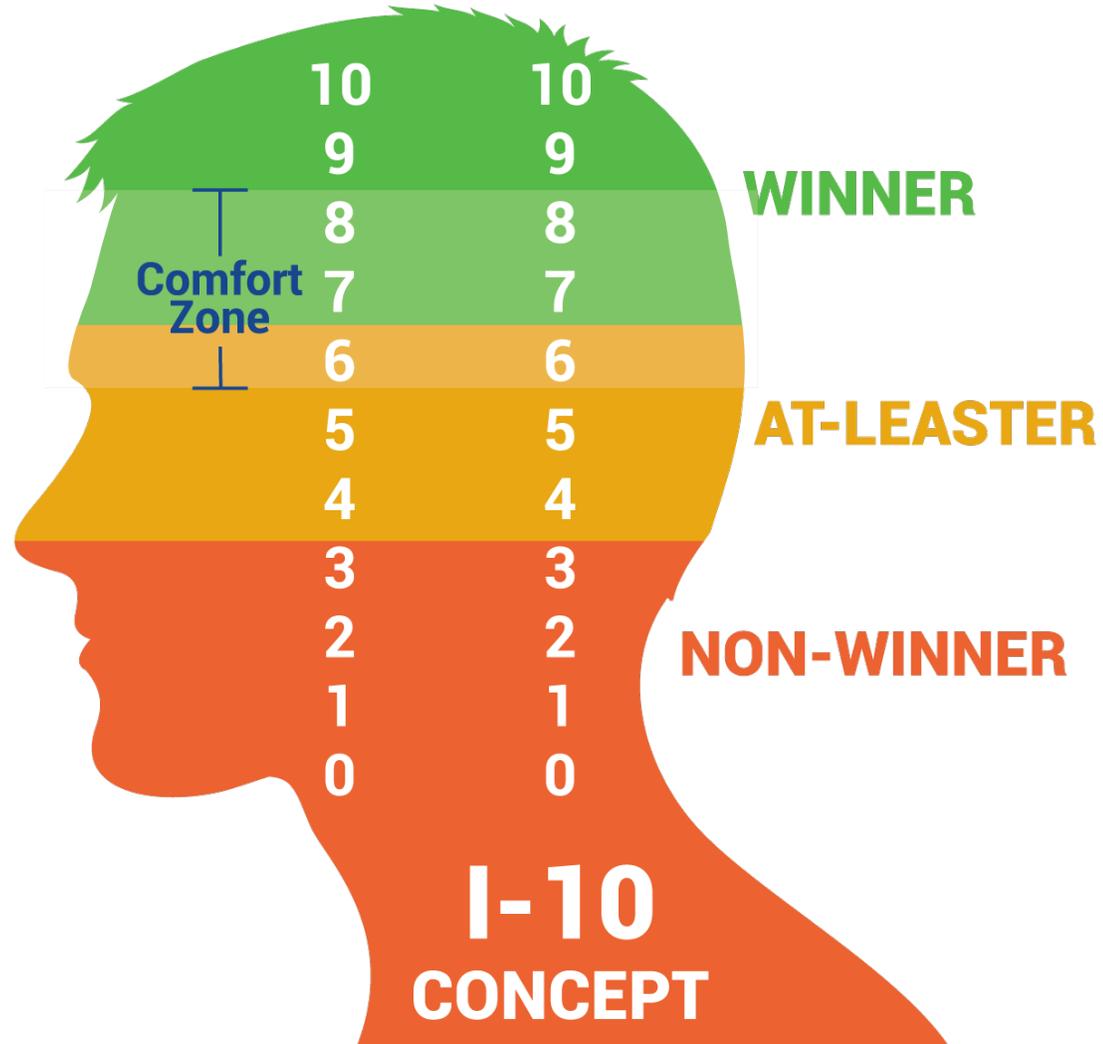




I/R Theory

- All of us are made up of two entities:
 - One is our Identity, which consists of our self-concept and self-worth.
 - The other is all of the Roles we carry in life, our role as a husband, wife, father, mother, manager, soccer coach, golfer, etc.
Without formal training most of us do not know how to separate our identity from our roles.

Identity vs. Role



I/R Theory

What are all of the reasons that we may have difficulty separating our I/R?



Alice looks at Devon with obvious disdain.

ALICE

I'm just cautious; it's the mark of a good scientist.

Devon moves towards the device in the center of the room.

DEVON

You call this contraption science?

ALICE

I call it teleportation device.

Devon says.

DEVON

Teleportation. A fantasy thought up by a disturbed mind.

Devon glances at the photo of Alice's father. Alice follows his gaze, and then she glares angrily at Devon.

Scripts

SANDLERSM
McDonnell Consulting Group



Issues/Challenges

- What are the most common & challenging employee situations that you deal with?
- How often do these situations occur?





The Absence of TRUST

"It simply makes no difference how good the rhetoric is or even how good the intentions are; if there is little or no trust, there is no foundation for permanent success."

~Stephen Covey

What is TRUST?

Think of two people: one that you trust and the other that you don't.

In the context of leading a team, **trust** is the confidence among team members that their peers' intentions are good, and that there is no reason to be careful around the group



Members of teams with an absence of trust . .

1. Conceal their weaknesses and mistakes from one another.
2. Hesitate to ask for help or provide constructive feedback.
3. Hesitate to offer help outside their own areas of responsibility.
4. Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them.
5. Fail to recognize and tap into one another's skills and experiences.
6. Waste time and energy managing their behaviors for effect.
7. Hold grudges.
8. Dread meetings.



The Role of the Leader Must Demonstrate Vulnerability..



Activity

Instructions: In small groups as assigned, go around in your breakout table and answer the following questions.

1. Where did you grow up?
2. How many siblings do you have and where do you fall in that order?
 - What sibling did you feel closest to? Why?
3. What did your parents or guardians do for a living?
4. What was your favorite food to eat when you were a child?
5. What was one of the happiest times that you remember during your childhood growing up years?

Activity

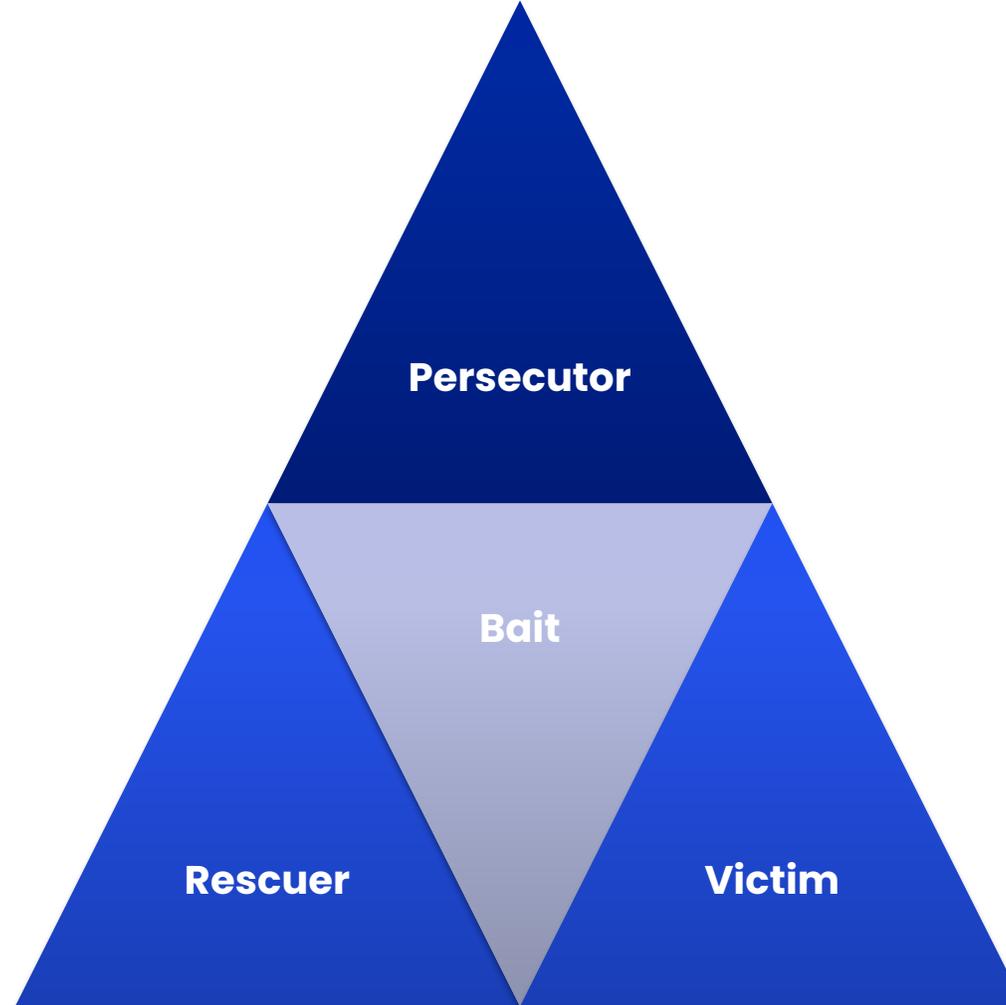
What was the purpose?

To improve trust by allowing everyone an opportunity to demonstrate vulnerability in a low-risk way.

Also, to help everyone understand one another at a fundamental level...



Game Playing - How to Be Inauthentic



Game Playing

