

Announcer (5s):

Welcome to the Maximize Business Value Podcast. This podcast is brought to you by Mastery Partners, where our mission is to equip business owners to maximize business value so they can transition their business on their terms. Our mission was born from the lessons we've learned from over 100 business transactions, which fuels our desire to share our experiences and wisdom so you can succeed. Now, here's your host, the CEO of Mastery Partners, Tom Bronson.

Tom Bronson (36s):

Hi, this is Tom Bronson and welcome to maximize business value podcast for business owners. So we're passionate about building long-term sustainable value in their businesses. This episode is part of our series on the value of assessment tools for any organization. Now, you've probably heard about using assessments in your business, and chances are pretty good that you've actually had some exposure to one or two of the assessments that we're going to be talking about during this series, sometime during your career, this series explores the best ways to use these assessments to improve your business.

Tom Bronson (1m 17s):

Today, we're going to explore disc. So I'd like to welcome our guests, Julie chance. She's principal at action strategies by design leadership development and team building consulting practice in the Dallas Fort worth area. Since 2014, Julie has also been a lead and module faculty member for the Goldman Sachs 10,000 small businesses program. A wonderful program. If you don't know about that, I would encourage you to go and learn about that. It's a wonderful program that that helps many, many businesses. Julia and I actually first met, I think, through business navigators, the servant leadership organization here in north Texas, that you hear me talk about frequently.

Tom Bronson (2m 1s):

So Julie is a certified disc facilitator. And so today we're going to talk about using the disc assessment to drive results in your business. Welcome to maximize business valley value. Julie,

Julie Chance (2m 17s):

Thanks, Tom. I'm super excited to be here. One of my passions is talking about disk and especially sharing the positive impact it can have on individuals on leaders, teams, and organizations.

Tom Bronson (2m 32s):

Awesome. We're going to dive all into those details. So tell us, before we jump into desks, tell us a little bit about your background and how did you get into this line of work of, of leadership development and, and, and helping workforces perform better?

Julie Chance (2m 49s):

So this whole line and my whole career, the whole business really was influenced by my first job out of college. And it was with a psychiatric hospital for severely, emotionally disturbed children and adolescents.

And there was a whole lot of things about that experience that really influenced my, my career and, and the direction that I went the first is that I was, I had my first exposure to disc during that experience as a young manager. And I think it really positively impacted the direction of my career in a number of ways.

Julie Chance (3m 31s):

The CEO of the hospital that I reported to was a really an excellent leader and mentor. And then if you think about healthy adolescents, and if you think about how good they are at splitting their parents, if the parents aren't on the same page, if they're not really aligned, then multiply that exponentially, promotionally disturbed adolescents, and they'll split the staff. So the, or the culture of the organization was very team oriented. So I really saw the benefits throughout the organization, having that team aligned team approach.

Julie Chance (4m 15s):

I subsequently had the opportunity to work for a gentleman that was not, was in my opinion, not a good leader. And I left the organization as a result of that. So I saw the impact that a really good leader and a really not so good leader could have. And then the organization I went to work for was not team-oriented. However, the regional vice president that I worked for was very team-oriented and his, the, his region consistently had the highest performance. He, we had the highest contract retention rate, which was very important in this particular business.

Julie Chance (4m 60s):

We had the really great client surveys. The financial performance of the region was, was among one of the best was probably generally the best in the company. And I attributed that to the teamwork and his leadership and the teamwork. So all of those together, those experiences together really helped me see the value, not just in terms of people and the impact it had on the people, but also the impact it had on the organization of things like effective leadership of strong team cultures, of communication, of being able to positively channel conflict into new and better ways of doing things.

Tom Bronson (5m 49s):

I love it. I, I'm a, I'm a huge fan of these assessments, as you already know, and being able to kind of channel your energy and know how to communicate work with folks at a sick it's a few how lucky you were to have an opportunity to work in an environment, right? And you're in the early part of your career that, that gave you an opportunity and exposure to that. Let's, let's talk a little bit about disc, the disc assessment. What is disc, and can you give us maybe a little background on that? I think this may be one of the oldest assessments that there is.

Julie Chance (6m 21s):

So the, so disc is a four-quadrant model that looks at really four different personality styles, and then it's further divided into sub styles, but, but four main styles and it was developed the theory or the model was developed by a psychologist named William mark Marston, William Morton Marston in the early 1920s. So

the theory of disk, which looks at two aspects of human behavior, and those two aspects really define a lot of human behavior, but they are the need to control the environment and the need for affiliation.

Julie Chance (7m 10s):

So it looks at those are the, the, the underlying aspects that, that it's based on now, Morton himself or Mount Marston himself, did not develop an assessment. He came up with a theory and the model and the, the, the four styles, the four-quadrant and styles. He did not develop an assessment that was developed much later. And today there's a number of different disc assessments. So the model, the theory of disc is actually in the public domain. What's what's proprietary is the assessments that determine somebody's disc style, the reports that are developed as a result of the profile information and the tools that are available.

Julie Chance (8m 2s):

So the disc that I work with is everything disc and the publisher on that is Wiley publishing, sort of a trivia question, something I get asked a lot, sometimes you'll see disc written with a small line. Sometimes you'll see it with a capital. I, if it's with the small, I, it will probably have the little are registered trademark after it. And that means it is the Wiley disc. So there's, there's a number of different disc assessments out on the market, and they all use a little bit different assessment to determine somebody's style.

Tom Bronson (8m 44s):

Interesting. Interesting, of course, in the second half, we'll talk about a little bit more about the specifics of it, because I know that I've taken the disc assessment multiple times, and I think there are different methodologies how the, the disc are doing. And I didn't realize though that there, that the, I guess the theory is in the public domain now, and, and that folks can go out and develop their own disc assessments. I like to stick with the original here, if, as much as possible. Right. So,

Julie Chance (9m 13s):

Yeah.

Tom Bronson (9m 14s):

Well, thanks for that background. You know, we learned a couple of weeks ago in our interview with Dr. Jenny Gray to kick off this series, that there are different types of assessments, personality, work, style, and cognitive, sometimes personality are, are predictive assessments, there's personality, there's predictive assessments. And those are typically used for preemployment. We're going to learn something new today. Work-style or productivity assessments are typically used to improve team and individual performance. And so, Julie, what type of assessment is disc?

Julie Chance (9m 50s):

So while this is a behavioral style assessment, that's driven by personality, right? Our behaviors are driven by personality. It is not predictive. So it's, it is used more to improve team and individual performance. It's

really about developing an understanding of yourself and awareness of, of your patterns of behavior, and then understanding that the patterns of behavior that other people have, and then being able to adapt to improve those work communication in those working relationships.

Julie Chance (10m 36s):

So it's, it's not predictive and it shouldn't be, therefore it shouldn't be used for hiring. There are, you know, you will probably find on the, on, you could go Google it and dispar hiring, and you will probably see people using it. The problem is it doesn't measure any specific characteristic or aptitudes or skills that are necessary for any given job. And the bigger issue is it doesn't compare an individual to other individuals who are successful in the job.

Julie Chance (11m 17s):

So a good hiring assessment is going to take my profile and where I fall on various characteristics or traits. And it's going to compare it to a larger population of people who have been successful in that role or job. So, and dis there's no comparative route.

Tom Bronson (11m 46s):

And I think as we were preparing for this podcast and having a conversation a couple of weeks ago, you shared with me, I, I, if I remember correctly that you've actually seen people who perform very well in the same job with very different profiles, is that right?

Julie Chance (12m 4s):

Yeah. So I had had a client who was a property manager and she had she, and she had, I think, three, two or three other people who did, they were the interface. I don't know if they were called account managers or property managers is probably what they were called. And all three of them were very successful or four, and all of them had different disc spots. So the other piece to think about is if you think about sales, there's lots of different types of sales, right?

Julie Chance (12m 44s):

And somebody who's doing very technical sales, you might want somebody with very different skills, aptitude approach, characteristics than somebody who's doing a more transactional sale. So you really need to be able to look at, at people performing well in a specific role, and then match a candidates profile to that profile if you're going to use an assessment for hiring.

Tom Bronson (13m 16s):

Right. Right. So I do know that there are lots of folks who use this for hiring, but I think it's an important distinction for, for our audience, understand that it's not a predictive, it is a personality and it can help with work-style, but, but it's not predictive of, I guess, future performance, or as you said, it doesn't measure specific skills or aptitudes. So, so

Julie Chance (13m 45s):

The other thing I would add is just because it's not predictive, doesn't mean it's not valid and reliable for what it's meant to do, right? So it's, it's a very, it's a very highly researched research, backed assessment for improving, for identifying somebody's style, but not for predicting how they're going to perform.

Tom Bronson (14m 12s):

Excellent. Excellent. Thank you for that, for that explanation. So how is disk best used by a business to improve outcomes?

Julie Chance (14m 22s):

So it's really used to improve communication to improve those interpersonal working relationships. It can be used in leadership development. It can be used in team-building. It can be used to help create a culture. I think there's some, some things that disk does really well in terms of helping people understand, like I had mentioned earlier themselves and others. One of the things that I always like to look at when I facilitate is how it helps people move from judging differences to valuing differences and what disk we're really talking about differences in approaches, differences in thought patterns.

Julie Chance (15m 11s):

However, as people start to see that, oh, I just, because somebody is different than me doesn't mean there's something wrong with them. And I actually had a participant in a workshop at the end when we were wrapping up and say, you know, so they were sharing what they got from it. And she said, I learned that just because somebody is different than me, there's not something wrong. And I thought she was going to say me. And she said with them, so it really helps helps people understand the value of these different perspectives on a team or in an organization.

Julie Chance (15m 53s):

And by having that, it also starts to open up people's minds, I believe, to valuing other types of differences. So, you know, D D other types of diversity.

Tom Bronson (16m 9s):

So are there, are there a phase by the way, I have to, I have to say here, because the way you so eloquently used the word facilitator, it made me realize you're not an administrator of this test. I don't come in. You're the, you specifically are a facilitator of this, because if I understand correctly, you use these tests with a team to then facilitate that conversation, which, which I think it's a nuanced thing, but I like that is that the approach that you're, that you're kind of bringing together and are all disc facilitators, are they called facilitators or, or

Julie Chance (16m 47s):

A lot of time? I don't know that that's that's standard. I, you know, I use facilitator rather than trainer, because I believe that I'm facilitating the discussions and the learning, but it really comes from the group dynamics and the group sharing. So, so, but what I, what I typically do is a team. It may not be a team. It might be a group of people, but often it's a team within an organization, takes the assessment. And then I facilitate a training session with them to really understand, and to begin to use this information because it's one thing to understand it.

Julie Chance (17m 38s):

Right? And, and I think that's where it oftentimes fails. Many assessments fail. It's one thing to understand it. Then it gets shoved into a drawer. It's another thing to have an experience where the learning's integrated and then actually used under you, look at how you can actually use it to be a more effective team, to be a more effective leader, to improve organizational culture and results.

Tom Bronson (18m 13s):

Wow. I love that. It just, when you said that your facilitator, it just, it just made me realize how important that role is to, to helping improve those outcomes, which was, which was the original question. Are there things that the test is trying to help businesses issues and problems that they're trying to help them solve or avoid in their business?

Julie Chance (18m 35s):

Yeah, I think there's several. One is disc is an excellent tool for developing emotional intelligence. So, you know, an emotional intelligence is that, that it's what sets great leaders, great employees. It's what sets the most effective team members and leaders and team members apart from those who are just technically compliment comp competent. So it's a, if you look at emotional intelligence that it's basic, it's understanding yourself, managing yourself and your emotions and your reactions, understanding others, and then managing those interpersonal relationships and interactions and disc really helps us do all four of those things.

Julie Chance (19m 33s):

So, so building it doesn't measure emotional intelligence, but it is a great tool for developing it, improved working relationships. You know, you've probably seen a lot of those conflicts that are really their style conflicts, right? Where, you know, I approach, I am not real. I'm very private. Somebody else may be very, very much more open and want to share more personal information and may ask personal questions. Or my approach is very direct. Somebody else's approach might be not as direct and that causes interpersonal conflict by understanding that that, okay, I'm going to give you an example.

Julie Chance (20m 29s):

My niece does. My marketing for me has been for several years now, our entire, her entire life she's been told how much like me she is. So I assumed she was a D style, which is what my style is when she started

doing a little bit more work for me. And she got a little bit older, so where it would be a little bit more accurate. Her personality developed more. I had her take the test and she came out of CS almost directly opposite of me. Now, I had been delegating to her like she was a D style. So I had been giving her, you know, this is what I want.

Julie Chance (21m 10s):

I'd give it been giving her really challenging assignments. I hadn't given her a lot of detail as a CS, especially as a young, somewhat inexperienced CS. She really needed more guidance. And by not giving that to her, I was chaotic, she was in essence in many ways, paralyzed, right? Because she was afraid to take action because she wasn't sure what to do once I realized that and changed my delegation style. I mean, she had always done good work, but it just became so much easier, right. That friction wasn't there.

Julie Chance (21m 51s):

So that's an, an example of, of, of, I think how it can be used to improve one of the ways that it can be used to improve working relationships.

Tom Bronson (22m 5s):

Isn't that interesting that, that everyone said that it's basically many of you, right. You know, many me and, and as it turns out, she actually completes you. She is the opposite

Julie Chance (22m 16s):

And much more, much more in line with her mom and her dad than with me. So

Tom Bronson (22m 23s):

Of course, so before we take a break, you know, if someone is not using assessments and they're thinking through this series that they want to start using assessments, asking employees or candidates to take an assessment when they haven't used them in the past, create some anxiety, right. Among the employees. So what is, what's the underlying, what are they really trying to do here? So how can business owners minimize that anxiety when introducing assessments into their company?

Julie Chance (22m 54s):

So I think that's a great question. A lot of it comes down to trust, right? If you have a high trust environment, employees probably aren't going to get real anxious over assessments. If you've got a low trust environment, they're probably going to be really anxious. So what is a, and we can't assume that everybody that introduces this has a high trust environment, right? Because that's part of what, what it can help do is, is build that trust. So I think the first thing is the leader goes first, the leader models the way. So if whatever assessment is, but if they're going to take a disk, if they're, you're going to ask your team members to take a disc assessment, you take it first and share your style with them, talk with them about what, why you're doing it, the purpose of it, what you hope to get out of it, be as a leader that you're coming from a place of

wanting to build and develop that it's not, you're not trying to punish somebody, right.

Julie Chance (23m 56s):

Listen to their concerns, hear their concerns. Sometimes if people are just heard, they'll, they'll be more comfortable. I think the big thing is though, to go first, you know, if, if it's, if there's a leadership team, have the leadership team go first, I have that sometimes within organizations I'll have the leadership team go first and then they'll introduce it to the rest of the organization. I think the other thing to keep in mind is what kind of an assessment are you asking them to do, asking somebody to do disc? And one of the beauties of this not being predictive right in this particular situation is that there is no right or wrong style. And if it's facilitated correctly, team members, whoever's taking it.

Julie Chance (24m 40s):

The participants will understand that. So, so start with a low risk, low risk assessment. If you ask somebody. So on the other end of that continuum is a 360 degree assessment, right? Where, where I take the assessment, my boss takes the assessment, my peers take the assessment and my direct report or give feedback. It's not the same assessment. So I take the assessment and then those other groups give feedback, but that's called a 360 degree assessment that is very high risk to the individual, right?

Julie Chance (25m 23s):

Because it's not just what I say. It's what other people say. And there is more of a right or wrong. So I think it's, it's going first, it's listening. And it's, it's choosing the assessment wisely in terms of the level of psychological risk or anxiety that it's going to cause for the participants.

Tom Bronson (25m 50s):

I, I love that. And you mentioned something earlier about using this to really improve and develop EQ or emotional intelligence. I never understood why they call it. Q I guess it's an emotional quotient.

Julie Chance (26m 6s):

It's a take on IQ,

Tom Bronson (26m 8s):

Of course, IQ, you know, there, I think we'd all pretty well agree that they're, they're very minimal things you can do to improve your IQ, but, but you really can develop and improve your IQ, right. And using an assessment tool like this can help you do that and can improve. If, tell me if I'm wrong here, Julie, you can improve the overall EEQ of your leadership team and even your entire organization.

Julie Chance (26m 40s):

Absolutely. You can. What you do is you develop a high, highly culture of people who have high emotional intelligence, right? And think about not only the work, the performance results you get, but think about how

much better a place that is to, to work. And you know, how much more likely you are to retain good employees,

Tom Bronson (27m 6s):

Mindblowing, mindblowing, indeed. We are talking with Julie chance. Let's take a quick break. We'll be back 30 seconds.

Announcer (27m 16s):

Every business will eventually transition some internet employees and managers, and some externally to third party buyers, mastery partners, equips business owners to maximize business value so they can transition their businesses on their terms. Using our four step process. We start with a snapshot of where your business is today. Then we help you understand where you want to be and design a custom strategy to get you there. Next, we help you execute that strategy with the assistance of our amazing resource network. And ultimately there'll be able to transition your business on your terms. What are you waiting for more time, more revenue, if you want to maximize your business value, it takes time.

Announcer (27m 57s):

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Tom Bronson (28m 8s):

We're back with Julie chance, a disc certified facilitator. You learned what that meant in the first half, and we're talking about the disc assessment and how to use it. Now, as our listeners already know, I've taken all of the assessments that we're talking about in this series. So let's use me as the Guinea pig here. And first Julie, what insights can you share about my assessment?

Julie Chance (28m 37s):

So as you know, your, your assessment was what's called the D I or the dominance influence style. And just knowing that I would say, and, and even not knowing you, it's a little hard to separate the two, right? But, but if I just looked at somebody's profile that I didn't know, and I saw that say probably pretty bold, probably a fairly, fairly visionary, like to get results and take quick action and get quick results, enthusiastic engaging, and somebody who gets bored quickly.

Julie Chance (29m 20s):

I would also say that, get seeing where your dot bell on the circle, which is towards the edge of the circle, right? The outer edge of the circle that you probably resonate pretty strongly with the typical characteristics of the DCI style. Some of the other other that when you're under, oftentimes our strengths overused become become weaknesses, right? And that, that when you're under stress and under stress, we all change a little bit, right. We find it harder to adapt when we're under stress that you could become more, more assertive or

some people might even call it aggressive and that at times you could overpower others.

Julie Chance (30m 8s):

So that's kind of an overview of, of the style. I'd also know that that, well, I have looked to see how we, how we're similar and different. I have the ability to do that right now. Our spires are similar and different. I would also say though, that I, when I'm working with you, I need to up my enthusiasm and I need to up my energy level a little bit. I probably need to, as a D style, I have a lower need for affiliation. I E interaction with people, right. I probably need to take a little bit more of a personal interest and share a little bit more, be a little bit more open personally.

Julie Chance (30m 57s):

So those are some of the insights that, that I would would gain. I'd also say that that you're really good at bringing new opportunities to fruition, right? That combination of that seeing bold ideas and that results piece come together to really be good at bringing ideas to fruition and bringing other people along. Right. I would say that probably your, you have, you don't have a high need for stability or for sameness that you, you like to have outside appreciation and, and be recognized for your work.

Julie Chance (31m 51s):

And that probably that while detail may be important to you, you probably don't do a lot of detail or while accuracy may be important. You, you come, that's not what comes naturally to you.

Tom Bronson (32m 8s):

I hate the details. I hate diving into the weeds, but therefore though I've had to learn, and I know that about myself. I had to learn that when I have to dive into the details, I want it done accurately the first time, so I can get out of the weeds. Right. And I don't want to go back to the weeds. Right. And so, so I do, I do tend to get frustrated with folks who are doing that detail work for me, that, that miss details. Right. And so that would be part of the person. I just really quickly let's remind folks what the, what the, for the D I S C a stand for again.

Julie Chance (32m 46s):

Yeah. So days dominance and the people with the D style tend to be very direct. Sometimes blunt, they tend to be results oriented. They tend to be fairly fast paced and can be competitive. One of the, we used to say that the slogan for somebody with the deer dominant style was my hot my way or the highway. So they tend to be very confident and come to, come to conclusions very quickly and want to move on. Sometimes they don't bring other people along because they come to a decision so quickly don't necessarily share aren't necessarily good listeners.

Julie Chance (33m 32s):

And then don't necessarily share, well, I, our influence style tend to be, they tend to be fast paced and have a high need for affiliation. So they tend to be enthusiastic. They tend to be very fast, fast paced. Bold of a lot

of the visionaries have a lot of great ideas. The name influence, right? That they bring people along. They like to work in groups. They can be, they can be jump from one idea to the other so quickly that things don't get done.

Julie Chance (34m 18s):

Right. There's they're great starters. They're not always great finishers. And then the S are steady in a style. They tend to share that need for affiliation, high need for affiliation. So it'd be very, people are in it. They're very team-oriented. They tend to not, but they tend to be a little bit more moderately paced, and they tend to want a more stable environment. They like to get input. So where the D makes all their decisions by nature. Now everybody can adapt, right? And as we mature in our styles, we learn to, to adapt more, but they tend to want to make decisions on their own.

Julie Chance (35m 2s):

They don't feel a need to consult. A lot of people, the S style wants to get everybody's input. They're great listeners, and they can be the glue that holds the team together. However, they don't necessarily like change and they need a little bit more time to get used to change than some what, some of the, what the D or the I does. And then the C or the conscientiousness style. Is there that more moderately paced and have that low, low affiliate, low need for affiliation. Right. So they like to work alone. They like to have time to do quality work. They don't like to be rushed and they don't like to put out what they consider to be half-baked work.

Julie Chance (35m 47s):

They want, they want the time to do that. They tend to be very personal. So somebody with the C style. Yeah. I used to do a lot of work with business development people and using disc around business development. I used to, and many of those, not all by any means, but oftentimes they were, I style and, or maybe the S style or, or do they could have been any, but the, I style in particular likes to take people to lunch. So they'd want to take their clients or their customers or their prospects to lunch. Well, the C style oftentimes finds that very uncomfortable and not something they want to do, because they're more personal now with friends.

Julie Chance (36m 32s):

Yes. But with a sales rep that they don't know very well, that's not something that is going to move you forward in their eyes. It's going to make them uncomfortable. So, so hence the, the understanding how to interact with each of those styles, right.

Tom Bronson (36m 53s):

Wouldn't, wouldn't life be so much easier if we could just like, give everybody the personality test and you could just tattoo on the DEI right here. And D you know, or on the side or something like that.

Julie Chance (37m 3s):

No, I do know of organizations that actually use it fairly widely. And one organization actually has little like poker chips, colored poker chips, and they say, well, this was pre COVID. They took them to meetings with them and laid them on the table in front of them. So, yeah, you, you knew what, what somebody's style was, and that's, you know, that's really, that really is integrating it into the culture and keeping it alive when somebody does that. It's really great for, for you get a lot of return on investment right.

Julie Chance (37m 45s):

When you use it to that extent.

Tom Bronson (37m 47s):

Yeah. That's, I will tell you that I've been guilty of, you know, of the program of the week. Right. You know, the, the program does your, and letting those things fall off, but that's somebody who's really let that in, let the assessment permeate their culture and, and it has become a part of who they are now. It's not surprising that since I'm a high D I write, so at DTI kind of right on that border, that, that I would lead by example. Right. And so, so I would be that guy who says, okay, I'm going to start doing this. So I'm going to go take the test first and share it with everybody. Cause I want to lead in that way.

Tom Bronson (38m 28s):

So what could a business owner who has a, has someone with my personality type? What, how would they use that information to their advantage?

Julie Chance (38m 37s):

So I really, one of the things I want to really emphasize is it's really using it to everybody's advantage, right? Because when this is part of the culture, relationships are smoother that friction's gone. I think, you know, the example I gave earlier with my niece, you know, knowing what her style was, knowing what my style was, I was able to delegate more effectively. I really think disk is a great tool while it's not a tool for hiring. It's a great tool for onboarding. So as a company brings new employees on, you can really use it to integrate them into the team, to understand from the get-go as a business owner, how you're similar, how you're different, where the friction points may be, what your strengths are, what their strengths are, how to maybe assign work to the extent possible based on that, that knowledge and information, you know, with that DIY style, if you've got an S employee or an S C employee with somebody with the SC style, then you're really gonna have to probably listen more.

Julie Chance (39m 56s):

You're going to need to slow it down a little bit. If they're going, if you're going to effectively communicate with them, especially early on now, they also have, it goes two ways, right? So employees, if you know that you have a DEI boss and boss, the DIY style, and you're a CS style, okay, you may have to get a little move a little quicker. You may need to not take the directness personally. So it's, it goes both ways, but, but by understanding your style and your team members styles, you can delegate more effectively.

Julie Chance (40m 43s):

You can motivate more effectively. You can capitalize on strengths more effectively and, and really every, and you can, you can get better results and you can do it with greater ease of blow.

Tom Bronson (40m 60s):

It really sounds like the, you know, there's, there's possibility that you should be using a predictive type of a test for preemployment. And then as you're onboarding, I love the fact that you said let's do it when you're onboarding, right. As you're onboarding, give them then a disc test so that they can work sort of in tandem with the predictive test and then the disc test, which will tell you how kind of work styles and how to more effectively work together. Is that, is that ever been the case that you've worked with a client that actually does uses a predictive test in preemployment and then uses the disc in the business as part of a culture, their culture initiative.

Julie Chance (41m 42s):

I don't, I personally have not, there may be some, some of the larger organizations that I work with that, that may be doing that, and I'm not aware of it, but yeah, there they're two very different things, right? One is to get the right person for the job. The other is to, to have the T have them working with everybody on the team or within the organization that they work with as effectively as possible and have them. So, so yeah, they would work very well together,

Tom Bronson (42m 18s):

I think. So we've just stumbled onto a new business opportunity to find way to work more closely together with other assessment. What, are there any types of businesses that specifically should consider using disk?

Julie Chance (42m 33s):

I think I'm biased, right? I think all businesses could benefit from it. I think if, you know, there's no one industry, there's no one type of organization, size of organization. I've used it with organizations as small as two or three people up to enterprise organizations that have, you know, 50,000 employees. So I think, I think that the ones, maybe the ones that shouldn't use it are ones that want to pigeon hole or, or where there's the, where there's, you know, I think I may have mentioned to you earlier that I have seen business owners say, I only want to hire CS, or I don't want any D's on my team.

Julie Chance (43m 29s):

Right. I don't want any S's on my team. I've heard it go every style. And so if it's being used for that, I don't think that's, that's not a great way to use it. The other thing is I think if a business is going to use it, especially with the catalyst platform that allows everybody to look at how they work together, everybody that's taken up within the organization, look at it, how they work together. That if it's that, if they're going to invest in it, then look at how they can integrate it into that culture and use it on an ongoing basis.

Tom Bronson (44m 9s):

Interesting. So, yeah. That's so somebody who wants to do that to really kind of control or pigeonhole, or, or don't allow any of these on my team, that is the opposite of having that open culture. Right.

Julie Chance (44m 22s):

Right.

Tom Bronson (44m 24s):

So, so be aware don't, don't use these tests in that way. Look, before we go, let's give a shameless plug for your business. So what sets action strategies apart from other leadership development firms?

Julie Chance (44m 38s):

I think one of the things is my background is marketing operations management background, many leadership firms, the, the facilitators, the, for the people who interact with the customers, do the trainings, et cetera, come from a human resources background. And that's, you know, that it's a little different because I, when I'm in the trainings and when I'm facilitating the training, I've lived the operations life that many of these, these people in the trainings have.

Julie Chance (45m 19s):

So that's one thing it's just a little bit, I have a little bit different perspective on, on what my background is. I think the other thing is really wrapped up in, in what our core values are. And our core values are really about practicing what we teach using it within our business about looking for win-win outcomes for all involved. And that's one of the things I think that one of the reasons I love disc and all the assessments I use is that I truly believe not only does it lead to better results because as a D style results are really important to me, it also leads to better working relationships.

Julie Chance (46m 2s):

And so it leads to res with more ease and flow. So we really look at it, how can we make life easier for everybody that we work with and how can we add value to all of our stakeholders? And then we use the products we sell, right? So, so I sell these products into enterprise organizations and support their learning and development people in using the pro the products. I couldn't do that effectively if I wasn't also doing facilitation and using them in facilitation. So I think, I think all of those things are what make us a little bit unique and a little bit different than some of the other organizations that are, that are out there.

Tom Bronson (46m 47s):

That's awesome. I've had the opportunity to watch Julie work and we've worked side by side, inside business navigators for, for many years. And so I can, I can vouch for everything that she says here. I think that she'd be a wonderful firm. If you're thinking about doing something in your business, then, then you

should definitely reach out. And we'll tell you how to do that in just a second. So one last business question here, this podcast is all about maximizing business value. What is the one most important thing you recommend business owners do to build value in their business,

Julie Chance (47m 20s):

Pay attention to culture, pay attention, and, and intentionally build that culture. I think the culture of trust, a culture of teamwork, you know, know your values, your core values, and, and build the business around those core values, because what that does. And I think today, when there's the great resignation, the great pause, the tsunami turnover, whatever you want to call it, when people are doing a lot of movement from job to job, right? Culture is one of those things that can attract the right employees and help you keep the right employees.

Julie Chance (48m 4s):

And at a certain level, if somebody is making, you know, minimum wage, 50 cents, more, a dollar more is going to get them to move probably right. But at a certain level, it becomes less about the money and more about the work experience and culture is what can help you attract and keep those employees. And it's the employees and the work the employees do that bring, ultimately bring value to the business.

Tom Bronson (48m 35s):

That that is a mouthful. I, I could not agree with you more completely. I used to say that the, the number one role of a business owner is to be the chief culture officer CCO, to be always on the lookout for culture. You know, there were, there were times when certainly I lost sleep over my business, but I can tell you, as I look back and reflect on my career, 40 years in business and all of the businesses I've owned, the one thing that kept me up more frequently at night than anything else was, was having something wrong with my culture and how do I fix this? Right? And so using an assessment like this can help you do that.

Tom Bronson (49m 18s):

I, I that's, I love your answer. And, and I agree with you completely. However, I'm not that just because I love your answer. Julie, doesn't want to let you off the hook. I have to ask you my, my follow-up question to that is, and since we, since you administer, or since you facilitate personality tests, I can't wait to hear the answer to this. Your bonus question is what personality trait has gotten you into the most trouble through the years.

Julie Chance (49m 46s):

Definitely the, the bluntness and the lack of patients. And over time, I've gotten to where most of the time I can mitigate that, right. However, if I get under, when I'm under stress, I w I am not as good as mitigating it. And, you know, it's damaging when you, when you blow up at somebody it's damaging to relationships. And just because you're over it in five minutes or five seconds, doesn't mean that the person you blew up at is over it and has definitely over the years, something that certainly I've learned to do it less and less, but that would definitely be the losing.

Julie Chance (50m 36s):

My temper would be the thing that's gotten me in the most. It's very much a D style trait.

Tom Bronson (50m 42s):

Yeah. That I was going to say you and I share that, and I will tell you, you said something important there too. And that is that we, we, as high DS have the ability to, once we blow up, it's over, right. We're moving on. And, and I had a situation in my career one time where we had a, a dealer reseller of our products. And, and one time I just absolutely blew up at this guy over something that, that he needed. He needed a good tongue lashing. And, but, you know, the next day I'm over it, six or eight months later, maybe a year later, this reseller called me to tell me that he was leaving our organization to go onto something else.

Tom Bronson (51m 30s):

And I asked God, I said, well, I need to know because you've been such a wonderful reseller. And so, so really good for our organization. You know, what was it? He said, Tom, I never got over that time that you blew up at me. And, and I was, I was stunned. In fact, I didn't even remember the incident when I blew up at him. And, and so it's really important for those of us that are ID to realize that we can leave a lasting impression on the other person. We have to be careful about that. Right. And I really learned there, oh boy, I probably shouldn't.

Tom Bronson (52m 12s):

I should learn how to control that a little bit better. So, so that's awesome. Thank you for sharing that. How can our viewers and listeners get in touch with you?

Julie Chance (52m 21s):

Well, our website is action. Hyphens strategies, plural, S T R I T G I E s.com. The phone number is (972) 701-9311. And my email is J chance, J C H a N C E at action, hyphen strategies.com

Tom Bronson (52m 48s):

And

Julie Chance (52m 49s):

LinkedIn. I'm very active on LinkedIn. So

Tom Bronson (52m 52s):

Yes, yeah, very much so, thank you for being our guests today.

Julie Chance (52m 57s):

Thanks for having me. I've enjoyed it. What fun.

Tom Bronson (53m 1s):

Thanks.

Julie Chance (53m 2s):

Thanks for taking the assessment, being the Guinea pig.

Tom Bronson (53m 5s):

Absolutely. I love this stuff. So I guess that's probably a trait of being a BI as well as that. I'm okay. I'm a little bit of an open book.

Julie Chance (53m 16s):

Yeah,

Tom Bronson (53m 17s):

Exactly. So you can find Julie chance on LinkedIn or an action dash strategies, plural.com. And of course can always reach out to me and I'll be happy to make a warm introduction to my good friend. You know, next week, this series will continue and we'll find out more stuff about me and my assessments. You don't want to miss that. So this is the maximize business value podcast, where we give practical advice to business owners on how to build long-term sustainable value in your business. Be sure to tune in each week and follow us wherever you found this podcast and give us a comment or a suggestion.

Tom Bronson (53m 58s):

And if you're something you'd like us to explore in the future, some business issue that you'd like us to talk about, just let me know. I will find an expert and we will have a future podcast on that until next time. I'm Tom Bronson reminding you to use the assessments wisely and for their intended purpose, while you maximize the business value

Announcer (54m 24s):

The kids are tuning into the maximize business value podcast with Tom Brunson. This podcast is brought to you by mastery partners, where our mission is to equip business owners to maximize business value so they can transition on their terms on how to build long-term sustainable business value and get free value building tools by visiting our website, [www.masterypartners.com](http://www.masterypartners.com) that's master with a Y mastery partners.com. Check it out.

Tom Bronson (55m 10s):

That was perfect. I wouldn't make any changes.