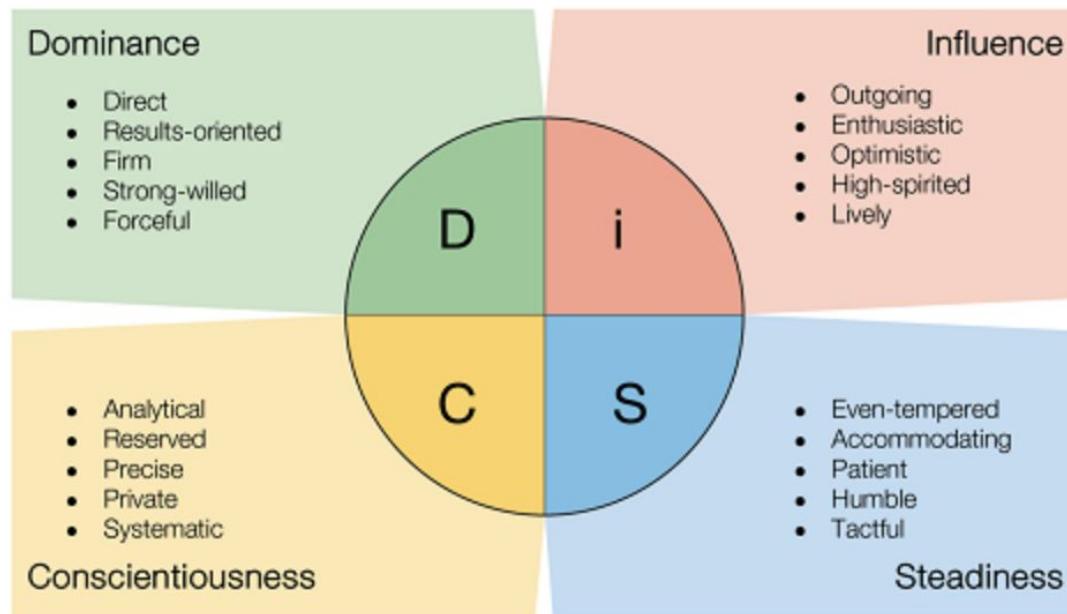


# DiSC: Understanding Your Leadership Style



## Cornerstone Principles of the DiSC:

- The DiSC is a tool to help us communicate
- The DiSC is not a personality assessment
- All DiSC styles are equally valuable
- Disc represents preferred behavioral style
- We are all a blend of all four styles
- Each style behaves in a way to meet their need
- Learning to flex your preferred style is key
- Overuse of strengths can become weakness

Need	D Freedom From Control	I Social Connections	S Serving Others	C Being Right
Priorities	Getting results Taking immediate action Challenging self and others	Expressing enthusiasm Taking action Encouraging collaboration	Giving support Maintaining stability Enjoying collaboration	Ensuring accuracy Maintaining stability Challenging assumptions
Motivators	Making an impact Power and authority Competition and winning	Social recognition Friendly relationships Working with others	Stable environment Sincere appreciation Opportunities to help	Use of expertise Gain more knowledge Attention to quality
Fears	Loss of control Being taken advantage of Being vulnerable	Social rejection Being confined Disapproval or ignored	Loss of stability Change offending others	Failure Criticism Slipshod methods
Limitations	Controlling Impatience Insensitivity	Impulsiveness Disorganization Lose their cool	Overly accommodating Avoids conflicts Indecisiveness	Overly critical Overanalyzes Isolates self

## Identifying DiSC Styles of Others

- Are they more **task-oriented** or **people-oriented**?
- Are they more **outgoing** or **reserved**?
- Are they more likely to **tell** or **ask**?
- **Observe** their words, body language and tonality.

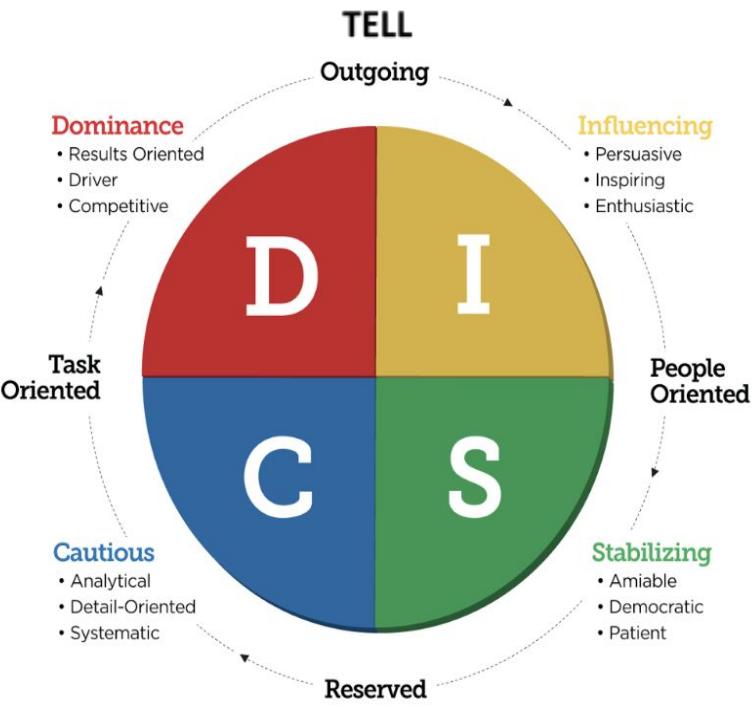


Chart from DiSCProfiles4u.com

## Recognizing Core Behavioral Tendencies

### Tell (D and i styles)

- Fast-paced
- Take action
- Direct
- Assertive

### Ask (S and C styles)

- Moderate or deliberate pace
- Thoughtful
- Careful
- Calm

### Task-Oriented Behaviors (D and C styles)

- Questioning
- Challenging
- Skeptical
- Logical

### People-Oriented Behaviors (i and S styles)

- Agreeable
- Friendly
- Expressive
- Warm

## Flexing Your DiSC Style

<i>Effectively Communicate with the D Style</i>		<i>Effectively Communicate with the i Style</i>	
<p><b>Do:</b></p> <ul style="list-style-type: none"> <li>• Be brief, bottom-line it</li> <li>• Talk about action taken and impact made</li> <li>• Show confidence moving forward</li> <li>• Ask what questions</li> <li>• Separate facts from emotions</li> <li>• Be a self-starter</li> </ul>		<p><b>Don't:</b></p> <ul style="list-style-type: none"> <li>• Repeat yourself</li> <li>• Move too slow getting to action</li> <li>• Focus only on problems</li> <li>• Ask how questions</li> <li>• Be indirect</li> <li>• Be too cautious</li> </ul>	
<i>Effectively Communicate with C Style</i>		<i>Effectively Communicate with the S Style</i>	
<p><b>Do:</b></p> <ul style="list-style-type: none"> <li>• Begin by stating steps/logic behind thinking</li> <li>• Focus on facts, details and organized plan</li> <li>• Be persistent and diplomatic</li> <li>• Respect desire for analysis</li> <li>• Give time to process info</li> </ul>	<p><b>Don't:</b></p> <ul style="list-style-type: none"> <li>• Jump to conclusions without facts/data</li> <li>• Be impulsive in decisions</li> <li>• Pressure them for immediate actions</li> <li>• Over socialize and not get to point or outcome</li> <li>• Take risks without analysis</li> </ul>	<p><b>Do:</b></p> <ul style="list-style-type: none"> <li>• Begin by connecting personally</li> <li>• Show interest in their feelings</li> <li>• Define goals, roles and procedures</li> <li>• Address perceived risks</li> <li>• Acknowledge support they provide</li> <li>• Demonstrate respect in body/tone/words</li> </ul>	<p><b>Don't:</b></p> <ul style="list-style-type: none"> <li>• Be too direct, forceful or demanding</li> <li>• Create uncertainty and lack of stability without a plan</li> <li>• Be hard to read or closed off</li> <li>• Leave them out of key decisions</li> <li>• Create pressure to get results fast</li> </ul>

## DiSC Profile Responds to Conflict (Fight or Flight)

D - Demands	i - Attacks
Overly Assertive Autocratic - Unbending Overly-Controlling Strong-Willed Attempts to impose thoughts and feelings on others	Explosive Emotionally attacks others and their ideas Uses condemnations and put downs to discredit others Tells people how he/she “feels” about things
<b><i>D &amp; i - Tends to Vent (Fight)</i></b>	
<b><i>S &amp; C - Tends to Suppress (Flight)</i></b>	
C - Avoids	S - Complies
Less Assertive Keeps thoughts to self More controlled Withdraws from people and/or undesirable situations Plans next move	Gives in to keep peace and reduce conflict Appears to agree with others Tolerates things even though he/she may disagree Desires to save the relationship even if it hurts them the most

Chart from DiSCProfiles4u.com

## Traverse City Commission Retreat

### January 10, 2026

## Governance and Management

### A Shared Framework for How We Work Together

The City operates under a Commission-Manager form of government. Clear understanding of the respective roles of governance and management is essential for effective decision-making, healthy working relationships, and public trust.

This framework provides a **shared starting point** for understanding those roles. It is not intended to answer every question or replace formal policies and procedures. Rather, it establishes common language and boundaries that support clarity, consistency, and trust between the Commission and staff.

During our time together on January 10, we will explore these distinctions, hear your perspectives, and discuss how they show up in practice for this Governing Partnership.

Governance (Commission)	Management (City Manager & Staff)
<p><b>What it is:</b></p> <ul style="list-style-type: none"><li>• Sets vision and long-term direction</li><li>• Establishes policy, ordinances, and priorities</li><li>• Provides oversight and accountability</li><li>• Focuses on outcomes and impact</li><li>• Asks the right questions</li></ul>	<p><b>What it is:</b></p> <ul style="list-style-type: none"><li>• Executes the vision and direction set by the Commission</li><li>• Manages day-to-day operations and service delivery</li><li>• Translates policy and strategy into plans and action</li><li>• Provides professional expertise and recommendations</li><li>• Ensures effective and efficient implementation</li></ul>
<p><b>What it is not:</b></p> <ul style="list-style-type: none"><li>• Day-to-day management</li><li>• Operational problem solving</li><li>• Directing staff or managing how work gets done</li><li>• Intervening in administration outside the City Manager</li></ul>	<p><b>What it is not:</b></p> <ul style="list-style-type: none"><li>• Setting governing policy or strategic direction</li><li>• Acting independently of Commission-approved goals, ordinances or budgets, etc.</li><li>• Substituting management judgment for Commission authority</li><li>• Ignoring Commission decisions once made</li></ul>

<p><b>Core Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Set vision and strategic direction</li> <li>• Approve policy, ordinances, and budgets</li> <li>• Hire, support and evaluate the City Manager and City Attorney</li> <li>• Provide oversight and ensure accountability</li> <li>• Represent the community while acting in the best interest of the City as a whole</li> <li>• Exercise authority collectively, not individually</li> <li>• Support decisions once made by the governing body</li> </ul>	<p><b>Core Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Implement Commission-approved vision, policies, and priorities</li> <li>• Manage city operations and staff</li> <li>• Develop budgets, policies and recommendations</li> <li>• Identify risks, opportunities, and emerging issues and bring them forward</li> <li>• Ensure compliance with laws, ordinances, and regulations</li> <li>• Carry out decisions once made, even when viewpoints differ</li> <li>• Maintain clear communication with the Commission</li> </ul>
<p><b>What It Looks Like in Action:</b></p> <ul style="list-style-type: none"> <li>• Policy-level questions</li> <li>• Focus on direction, priorities, and outcomes</li> <li>• Discussion framed around impact alignment with applicable regulations, policies, and plans</li> <li>• Respectful disagreement and clear decisions</li> <li>• Unified support after decisions are made</li> </ul>	<p><b>What It Looks Like in Action:</b></p> <ul style="list-style-type: none"> <li>• Operational planning and execution</li> <li>• Providing data-informed recommendations for consideration</li> <li>• Managing people, systems and resources</li> <li>• Advance Commission priorities through implementation</li> <li>• Follow through on approved decisions and adjust operations as needed</li> <li>• Inspire innovation aligned with approved direction</li> </ul>