

Providing Simple and Effective Management Training using DiSC®

Client

- The third-leading newspaper in the country

Products Used

- *DiSC® PPSS*
- *DiSC Classic Management Supplemental Reports*
- *DiSC People-Reading Guide*

Challenge

The newspaper wanted to provide supervisory/management training for 90 managers at the production plant. They wanted to reduce turnover and the number of human relations complaints while simultaneously improving productivity.

Complicating matters was an extremely autocratic management culture. Changing the culture was critical to the success of the program, and buy-in from the participants was essential.

Solution

The production team was eager to learn, and the autocratic culture changed quickly with the addition of a new plant manager. This new manager championed the learning and routinely stopped by sessions to emphasize the importance of making a cultural shift from autocratic to a more participative management style. The plant manager shared the company's strategic goals and instituted a new open-door communication policy that was never available prior to his arrival.

Our *Production Management University* course was a six-day session, conducted over a six-month timeframe. The training touched on delegation, leadership, communication, improving work habits, resolving conflict, developing performance standards and goals, managing complaints, and communicating upward.

Central to the program was *DiSC PPSS* with the supplemental management reports. Previously, the company had tried other, more academic, approaches to learning, and they hadn't seen results. The application with DiSC was much easier for participants to grasp—they could immediately apply what they learned in the classroom on the production floor.

Each time a classroom discussion developed about a difficult management situation, participants were asked to take a step back and people-read the situation. They discussed the needs and goals of the people involved in the situation and approaches to dealing with the problem.

There were lines at the door of HR to sign up for the sessions. Over a three-year period, everyone at a supervisory and management level went through the course. The *DiSC PPSS* was key to the program's success.

Results

The HR director captured the statistics for baseline measurement at the onset of the program so there would be comparative data at the conclusion of the program. Here are some of the highlights:

- Reduced turnover
- Experienced a 33 percent decrease in human relations incidents
- Employee issues are recognized and dealt with by supervisors appropriately—before they become serious problems
- Productivity has increased. Using the same deadline structure as they have previously, the production plant is printing 40 percent more pages every night. As the plant manager says of their increase in productivity, "Instead of printing one paper, we are now printing five unique products every night."