

# Emotional Bank Account

dco.

# Emotional Bank Account

- The principle describes the amount of trust that has been built up in a relationship
- As with a bank account you start with a neutral balance and then make regular emotional deposits and withdrawals with people
- Our most constant relationships with work colleagues require our most constant deposits
- More positive deposits and less negative withdrawals = healthy emotional bank account
- More negative withdrawal and less positive deposits = Overdrawn emotional bank account
- There are some automatic withdrawals in your daily interactions or in the perceptions of others that you may not be aware of

# The Emotional Bank Account

## WITHDRAWALS

- Assuming understanding
- Unclear expectations
- Discourtesy
- Unkindness or disrespect
- Overreacting
- Betraying trust
- Autocratic behaviour
- Not listening
- Exhibiting duplicity in values

## DEPOSITS

- Courtesy
- Honesty
- Keeping commitments
- Empathy
- Kindness
- Listening
- Apologising
- Seeking feedback
- Clarifying expectations

## Your Team 'EBA' Balance

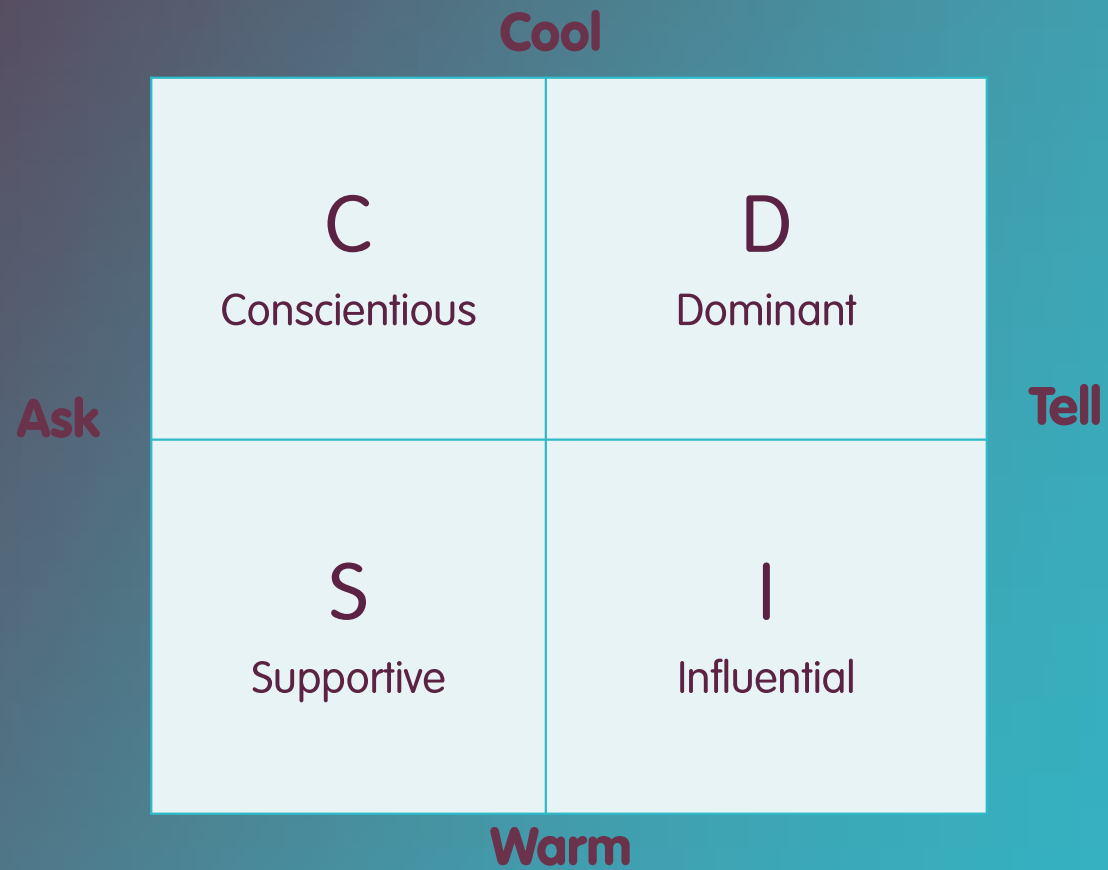
- What kind of 'withdrawals' do you make from your team's 'emotional bank account', and how often do you make them?
- How healthy is your account looking at the moment? Is there a substantial balance in there, or is it overdrawn?
- What have you been doing to make deposits into the account?
- What else could you do to keep the account in credit (or restore it to health?)
- What are you going to do more of in future?

# DiSC

Understanding Self and Others

dco.

# THE FOUR PROFILES



## Focus of Communication

Goal or Task



Relationships

D

C

I

S

# Requirement for Information





# Social Interaction

Outgoing ←————→ Reserved

I D S C



## Dominance

- Getting immediate results
- Driving action
- Accepting challenges
- Making quick decisions
- Challenging the norms
- Taking charge

## Relating To Others Dominant



Use factual  
information



Use time effectively



Ask, do not tell



Give views and  
opinions based on  
facts



Be firm and  
decisive without  
being aggressive



Answer objections  
directly



Summarise content  
quickly

D Dimension of  
Behaviour  
Be Prepared For:



Blunt and demanding approach



Lack of empathy



Lack of sensitivity



Little social interaction

# Influence

- Networking
- Making a good impression
- Generating enthusiasm
- Entertaining people
- Optimistic outlook
- Participating in a group

# Relating To Others Influence



Be personable,  
smile and use first  
names



Build a personal  
relationship



Set an open  
agenda



Share their views  
and support their  
ideas



Use how, what  
and when  
questions



Be flexible during  
the session



Try and obtain  
commitment to  
ideas immediately



Let them have the  
final word

## i Dimension of Behaviour

Be Prepared For:



Attempts to persuade or influence others



Need for the "lime light"



Over-estimating self and others



Over-selling ideas



Vulnerability to perceived rejection



## Supportive

- Perform in a consistent way
- Show patience with others
- Want to help others
- Make loyal friends
- Are good listeners
- Create a stable work environment

## Relating To Others Supportive



Allow time to develop relationship



Show concern for their position and interests



Demonstrate non-aggressive behaviour



Create cooperation by first asking open-ended question



Use "we" and the names of other colleagues



Be visual rather than factual



If possible, refer to experts

S Dimension of  
Behaviour  
Be Prepared For:



Friendly approach to colleagues and supervisors



Resistance to change



Difficulty prioritising



Difficulty with deadlines

## Conscientious

- Sticks to key directives and standards
- Concentrates on key details
- Weighs up pros and cons
- Checks for accuracy
- Diplomatic with others
- Uses a systematic approach

## Relating to Others Conscientious



CREATE A DETAILED  
AGENDA



USE FACTUAL  
INFORMATION - USE  
LOGIC



BE WELL PREPARED



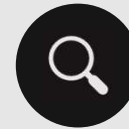
SUMMARISE OFTEN



TAKE DETAILED  
NOTES



DO NOT GET  
EMOTIONAL



PRESENT EVIDENCE  
AND SUPPORTIVE  
DATA



DO NOT BE  
CRITICAL

C Dimension of  
Behaviour  
Be Prepared For:



Discomfort with ambiguity



Resistance to vague or general  
information



Desire to double check



Little need to affiliate with other people

# Learning Styles

D

## What?

What's the point?  
What's in it for me?  
What's the bottom line?  
What's the agenda?

Fast pace  
Love challenge

## Who?

Who else is going to be there?  
Who can I work with?  
Who recommended this?  
Who can I talk to?

Open to new ideas and methods  
Group participation and interaction  
Fast pace

I

S

## How?

How are we going to learn?  
How shall we go about this?  
How can we ever get all this done?

Step by step – slow pace  
'Show, tell, do' method of learning  
Patient and receptive

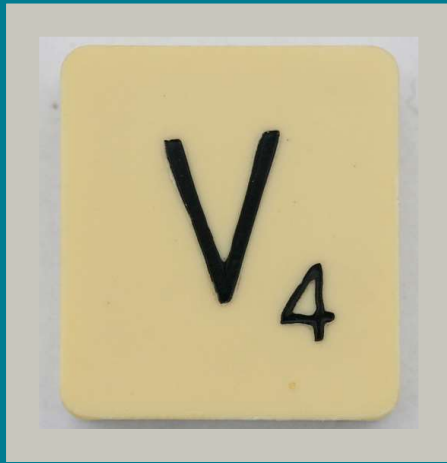
## Why?

Why are we doing it this way?  
Why are we expected to learn this?  
Why are we using this method?

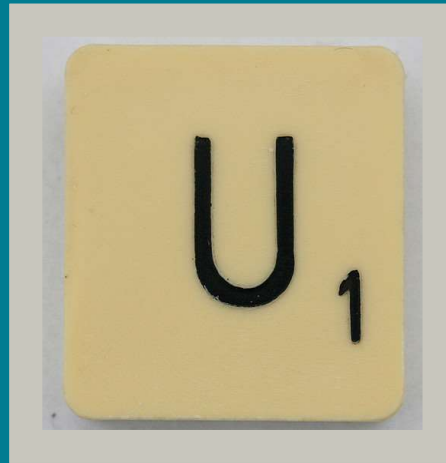
Precise and analytical  
Detail - ask questions to be factual & correct  
Logical approach – slow pace

C

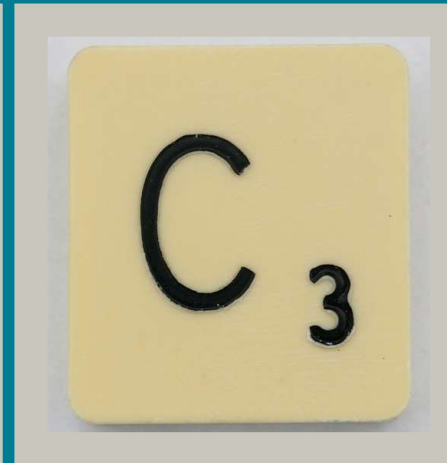
dco.



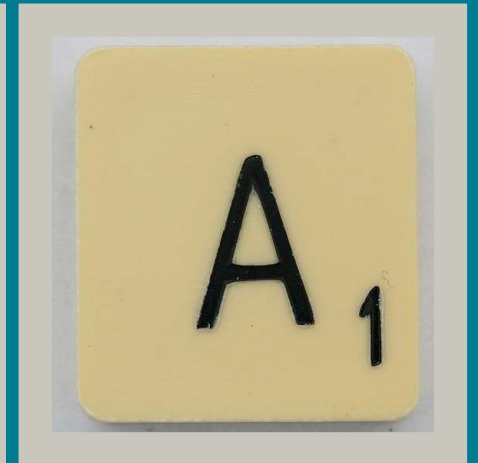
Volatility



Uncertainty



Complexity



Ambiguity



# VUCA

## **Volatility**

Where things change fast but not in a predictable trend or repeatable pattern.

## **Uncertainty**

Where major “disruptive” changes occur frequently. The past is not an accurate predictor of the future. Uncertainty makes forecasting difficult.

## **Complexity**

Where there are numerous difficult-to-understand causes and mitigating factors involved in a problem. Complexity creates difficulty in decision making and confusion.

## **Ambiguity**

Where the causes and the “who, what, where, when, how, and why” behind the things that are happening are unclear and hard to ascertain.

## VUCA Prime

### **Vision**

Volatility can be countered with vision because vision becomes even more vital in turbulent times.

### **Understanding**

Uncertainty can be countered with understanding. This is the ability of a leader to stop, look and listen beyond their functional areas of expertise to make sense of the volatility and to lead with vision.

### **Clarity**

Clarity counters complexity. It is the deliberate process to make sense of the chaos which can come swiftly in a VUCA environment.

### **Agility**

Agility counters ambiguity. It is the ability to communicate across the organisation and to move quickly to apply solutions.