CASE STUDY

DiSC Classic

Troubleshooting Turnover and Low Productivity
Using *DiSC*® *Classic* and *Work Expectations* Profile

Company
- A county-level government with 14 departments and 126 employees

Products Used
- *DiSC*® *Classic 2.0 Profile*
- *DiSC Classic Group Culture Report*
- *Work Expectations Profile*
- *Work Expectations Group Report*

Challenge

The county was experiencing tremendous population growth, ranked as one of the fastest growing counties in the nation. This growth increasingly impacted their services. Tax revenue wasn't keeping up with the population growth, and funds for services were scarce. Staff was constantly being asked to do more with no increase in manpower, funds, or materials. Funding for pay raises was also scarce. As a result, morale was low, and there was a growing number of employee issues. Turnover was increasing, while productivity was decreasing.

Solution

We met with the county manager and prepared a plan that involved training, organizational assessments, and manager intervention. Managers attended a training session on how to create an environment to encourage employee engagement. They took *DiSC Classic 2.0 Profile* and learned how to better understand employees' differences and how to more effectively communicate with them.

They also took the *Work Expectations Profile* and were trained on how to debrief the results of the profile with their employees.

The next step was for each employee to take the *Work Expectations Profile.* Employees were given their reports, and their managers debriefed the reports with them. During these discussions, many employees began to discuss issues that had long been troubling them. One employee, who originally thought the assessments were a waste of time, shared why she changed her mind, "My manager sat and talked with me about my results. We talked about a lot of issues, some that had been bothering me before my manager came to work here. Now they're resolved, and I feel a lot better about my job. I'm much more dedicated now."

Our next step was to create Group Reports to examine the organizational culture.
- *DiSC Classic Group Culture Report* using the managers' data
- *Work Expectations Group Report* using the entire organization's data
- *Work Expectations Group Report* using the managers' data
- *Work Expectations Group Report* using the employees data

We then conducted a review session with the department heads to review and debrief the Group Reports. As we examined the *DiSC Classic Group Culture Report* and the *Work Expectations Group Report*, issues emerged that began to explain the reduction in employee engagement.

The *DiSC Classic Group Culture Report* indicated that the management was very high in the S style. The huge growth that the organization was experiencing leads to change. However, the high-S culture can be resistant to change.

Analysis of the *Work Expectations Group Report* indicated similar issues. The category that employees rated as the highest need not being met was Stability. Stability was also in the top three categories that individuals rated as being most important to have in their job. Of course, this need was at odds with the dramatic change in the growth of the community. However, the need for stability was being met by resisting the change that was happening.

Further analysis of the *Work Expectations Group Report* revealed that individuals ranked the category of Recognition as being the most important need in their job. They also rated Recognition as being a need that was not met. So, while the issue of their pay not increasing might have been true for some, it was likely that acknowledging good work and contributions probably was even more important.

Results
As a result of the training and the analysis of the Group Reports, the county was able to map out a plan to help employees deal more effectively with change. The leadership looked for ways to help everyone become more comfortable with the change that they had to face. After using these approaches, and encouraging open discussion, morale improved and turnover declined. Several major projects were completed on time and within budget because efficiency increased and resources were able to be reallocated.