

COMMONWEALTH
PAYROLL & HR



CONFIDENT COMMUNICATORS, LLC
Training For Leaders, Managers & Teams



Communicating Change Without Getting Thrown Under the Bus



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Today's Objectives



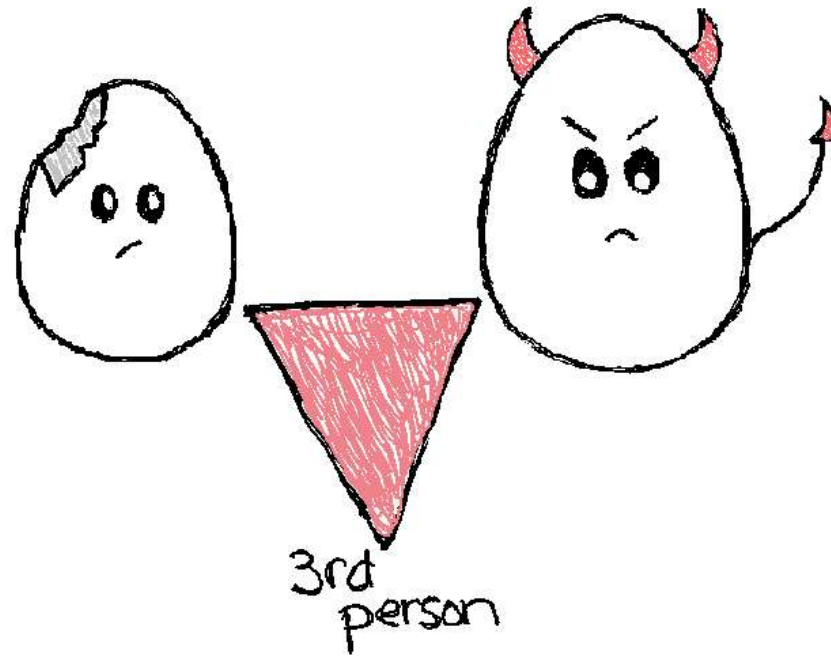
- Review the 4 communication styles
- Consider each style's different needs when hearing about change
- Share a process (with AI) to minimize leadership getting thrown under the bus



We've got some tough messages to deliver these days...

- Layoffs or Terminations
- Organizational Restructuring
- DEI and Social Issues
- Cultural or Behavioral Shifts
- Poor Financial Performance
- Changes to Remote/Hybrid Work Policies
- Compensation and Benefits Cuts
- Performance Feedback
- Ethical or Legal Issues
- Vision or Strategy Shifts
- Unpopular Decisions by Senior Leadership
- Workload and Burnout Acknowledgment
- Much more





1928

DiSC theory introduced by William Moulton Marston in *Emotions of Normal People*

100+ years

Of application, evolution & influence

10+ million

People complete DiSC-style assessments every year

70+

Countries worldwide

EVERYTHING **DiSC**
A Wiley Brand

Catalyst.



Used across the world for:

- Workplace communication
- Management communication
- Leadership development
- Team development
- Emotional intelligence
- Sales & customer service communication
- Conflict resolution
- More



You and other styles



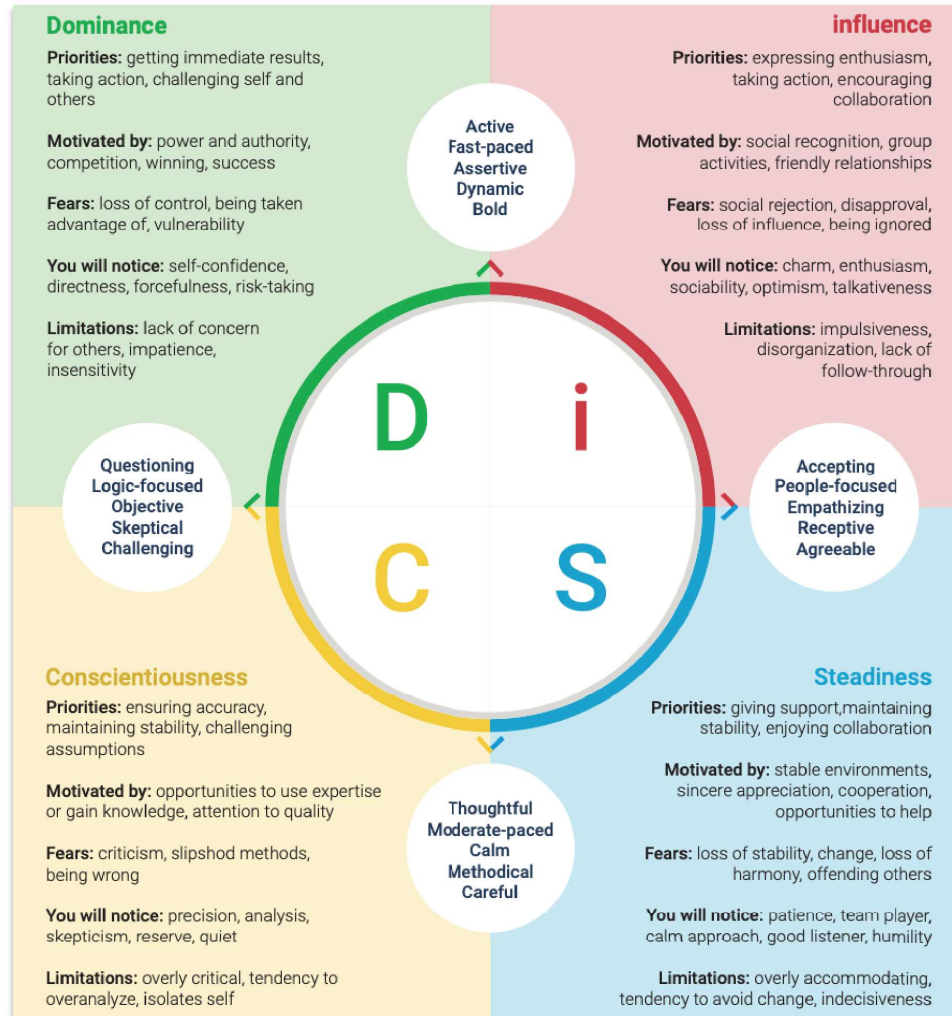
Build better relationships



Your colleagues



Communication Needs of the 4 Styles



RESULTS

- "Just tell me what needs to get done."
- "Let's cut to the chase."
- "We're wasting time—what's the bottom line?"

RECOGNITION

- "This is going to be so fun!"
- "I have an idea!"
- "Let's get everyone on board!"

ACCURACY

- "Can you show me the data behind that?"
- "I want to get this right, not fast."
- "Let me double-check that before we move forward."

SUPPORT

- "I just want to make sure everyone's comfortable with this."
- "Let's take a minute and think it through."
- "I'm here to help however I can."

DISC in the office



D

Assertive • Likes Control • Hates Losing

I

High-Energy • Seeks Approval • Tells Lots of Stories

S

Patient • Supportive • Non-Confrontational

C

Follows Rules • Enforcer • Likes Order and Structure

disc



Decision Making Tendencies

“Let’s get to the root cause.”

- Wants to make decisions
- Independent
- Wants only essential facts
- Big picture reasoning
- Risk-taker
- Quick



“Let’s talk about it.”

- Wants the popular decision
- People-focused
- Doesn’t need lots of information
- Optimistic
- Uses gut feeling / intuition
- Quick / impulsive

“Let’s analyze all the angles.”

- Avoids risk
- Wants to make the correct decision
- Cautious / won’t rush
- Follows rules
- Focuses on data and details

“Let’s make sure we hear all the perspectives.”

- Considers people close to the issue / team
- Looks for sounding board / support for ideas
- Cautious & slower
- Doesn’t want to disappoint



Stressors

Having their ideas or authority challenged

Keeping their opinions to themselves

Having little independence

Working in an unsocial environment

Having to moderate their pace

Being forced to give up on bold ideas



Making forced decisions

Giving people negative feedback

Having to argue

Following inefficient procedures

Relying on illogical people

Having to display empathy or emotional support



Fears

Loss of control
Being seen as vulnerable
Being taken advantage of
Appearing weak



Loss of influence
Not being recognized
Disapproval
Being ignored

Criticism
Slipshod methods
Being wrong
Strong displays of emotion

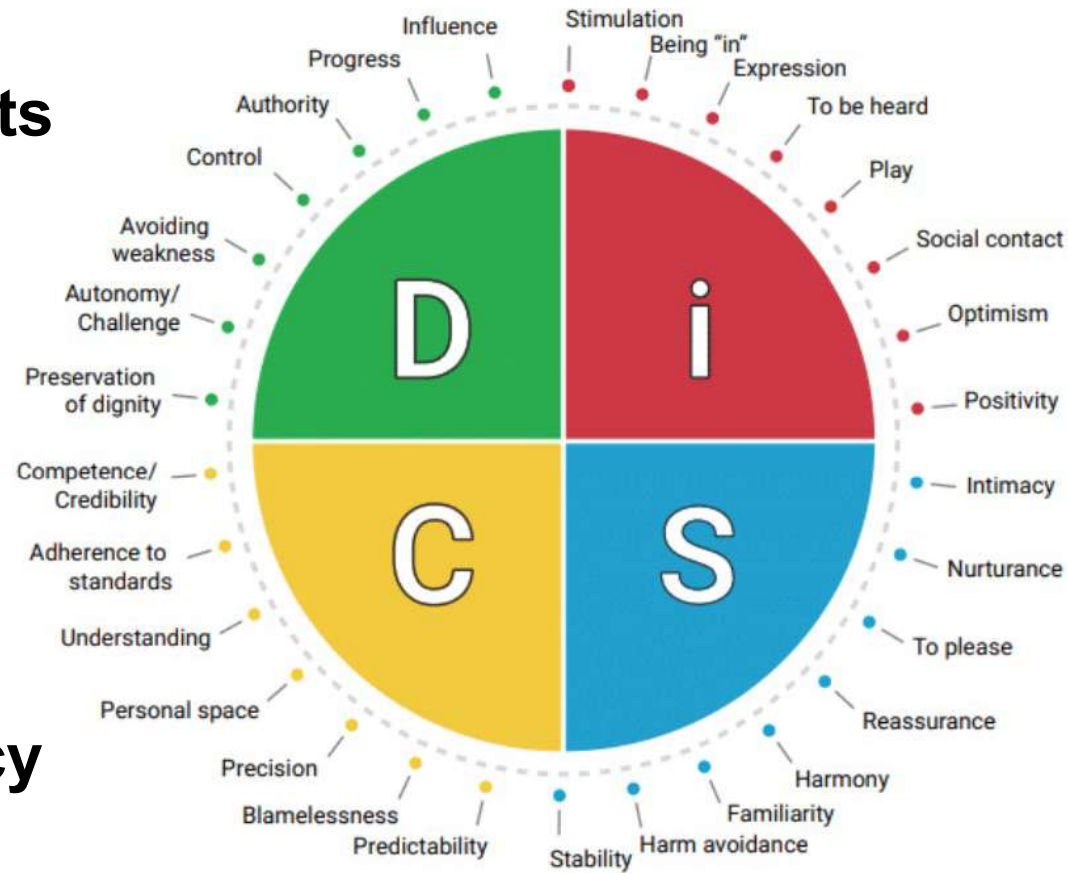
Loss of stability
Offending others
Letting people down
Facing aggression



Driving Needs

Results

Recognition



Accuracy

Harmony



Active, Assertive, Dynamic, Bold
Fast-paced & Outspoken



Cautious & Reflective

Moderate-paced, Calm, Methodical, Thoughtful



Questioning & Skeptical

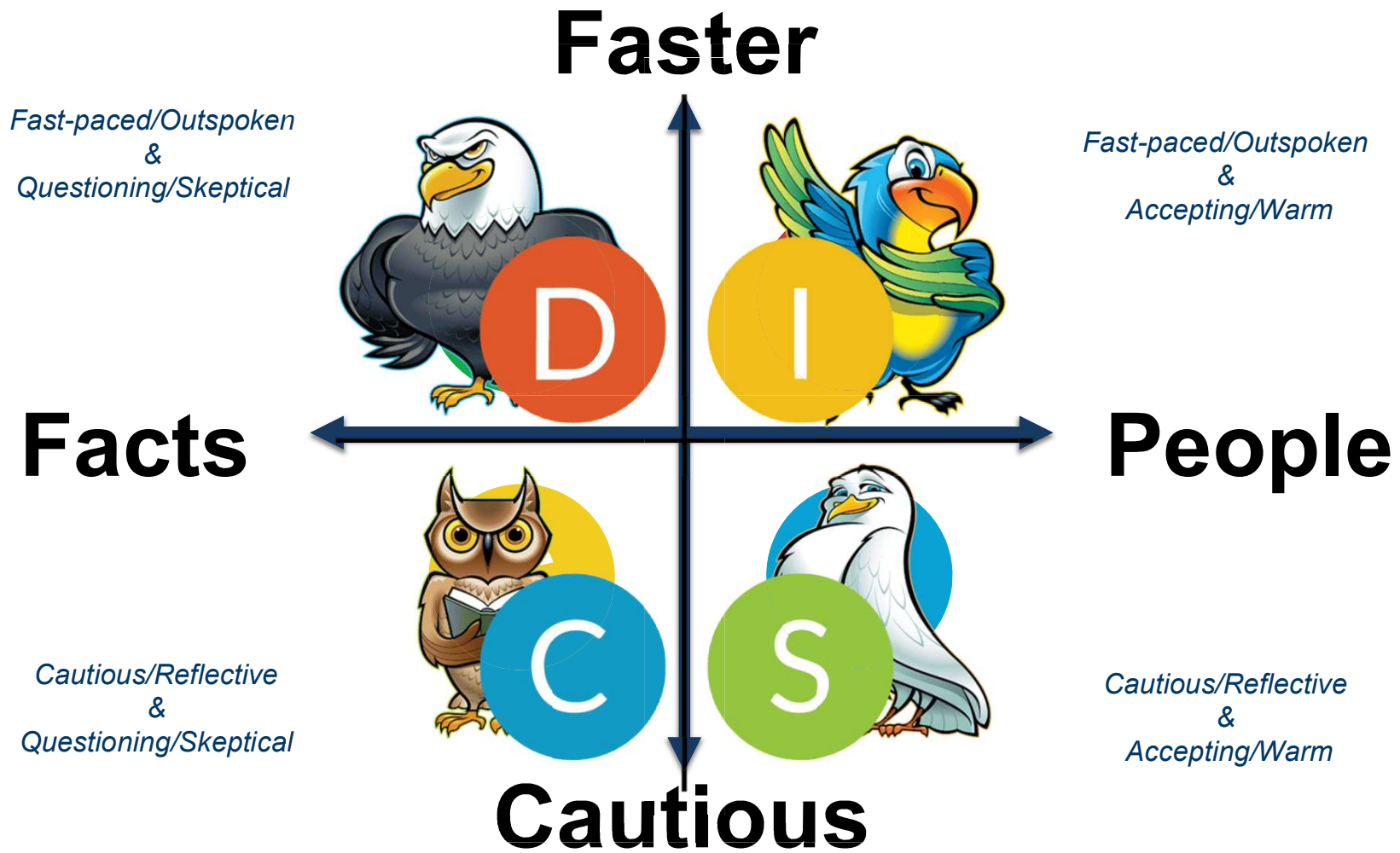
*Logic-focused,
Objective, Reserved,
Challenging*



Accepting & Warm

*People-focused,
Empathizing,
Receptive, Agreeable*





When You're Announcing A New Policy



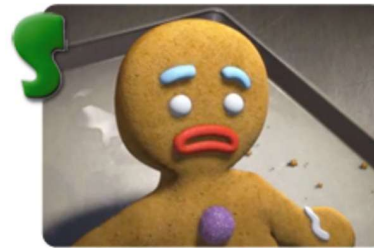
"Why are we still talking? I'm sure there's a fire somewhere with no one holding a bucket."



"This is so dry. This feels like a no to me. I mean, how does this help us win? Does this person even get our mission?"



"Wait... that cell doesn't look right. If that's wrong, what else might be?"

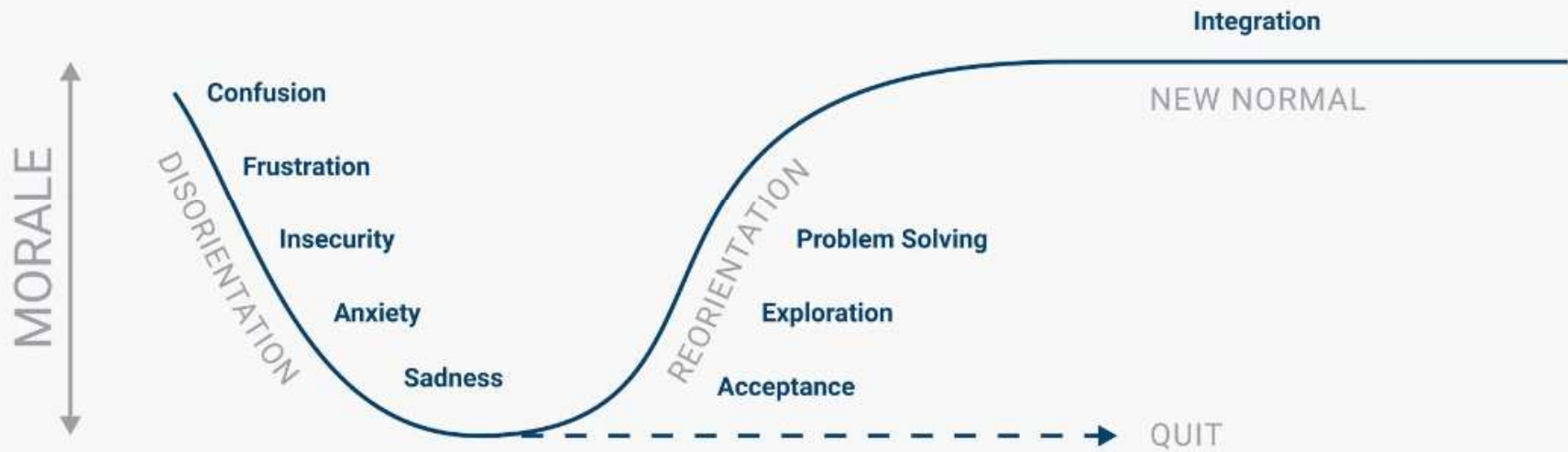


"This is going to stress everyone out. My team is going to be overwhelmed."

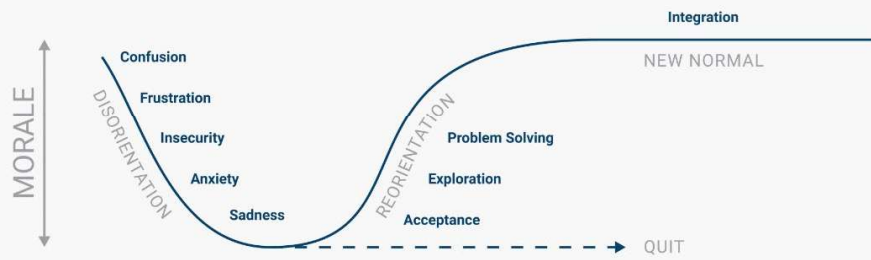
Human Needs When Hearing About Change



The Change Curve

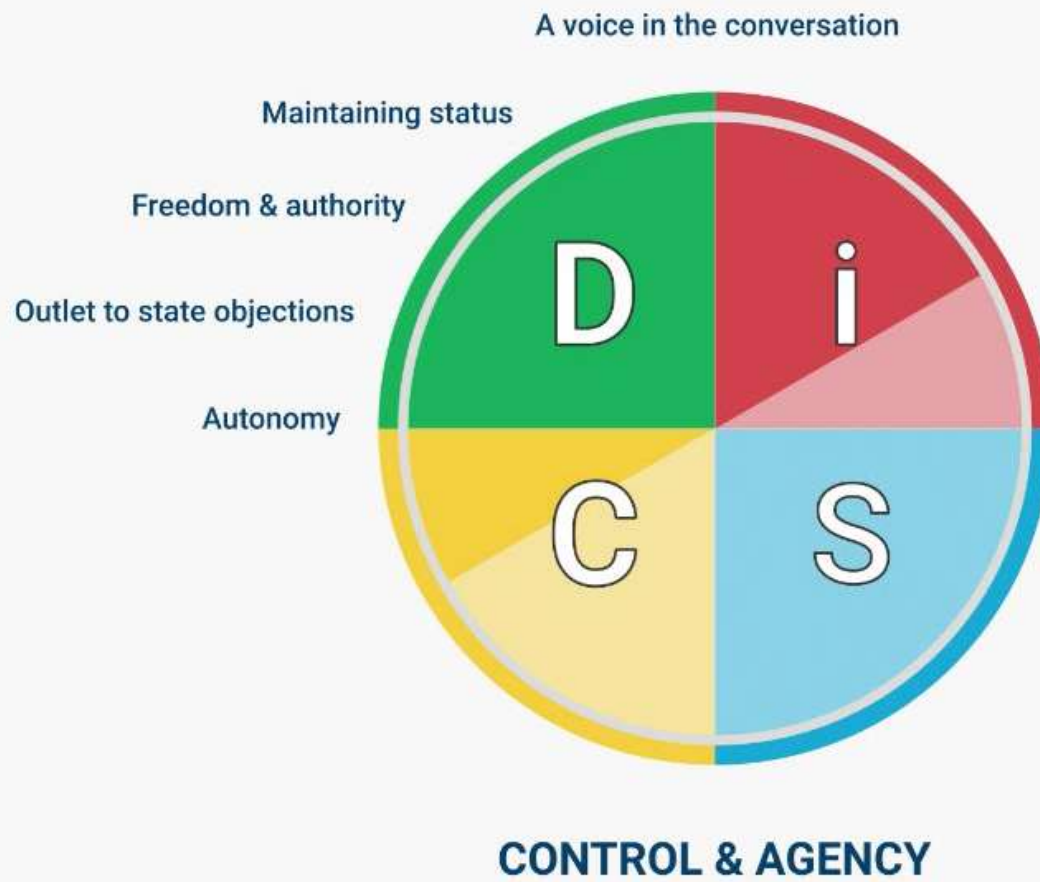


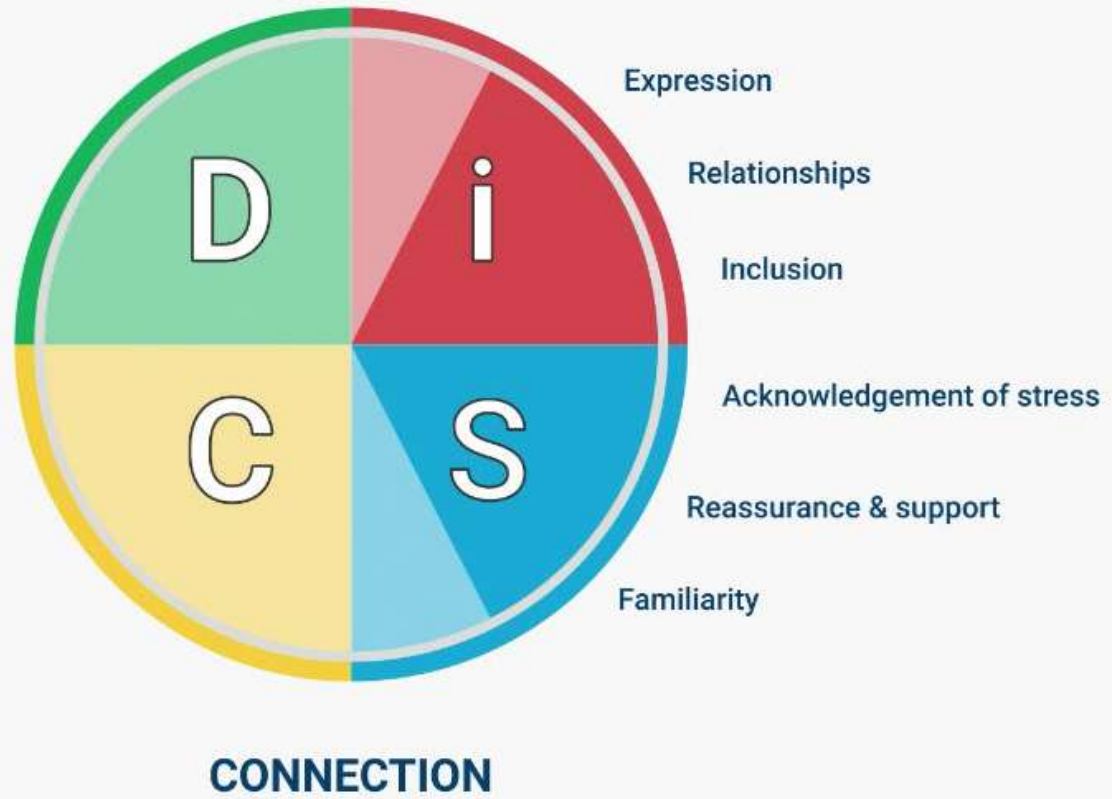
The Change Curve

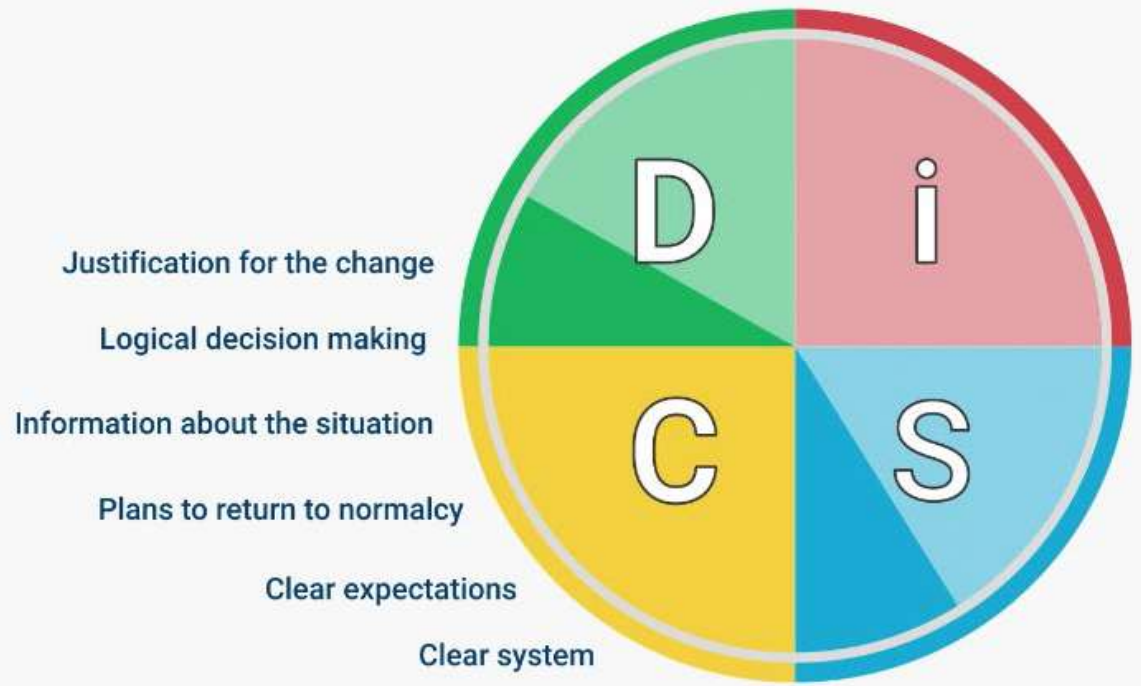


The Change Curve





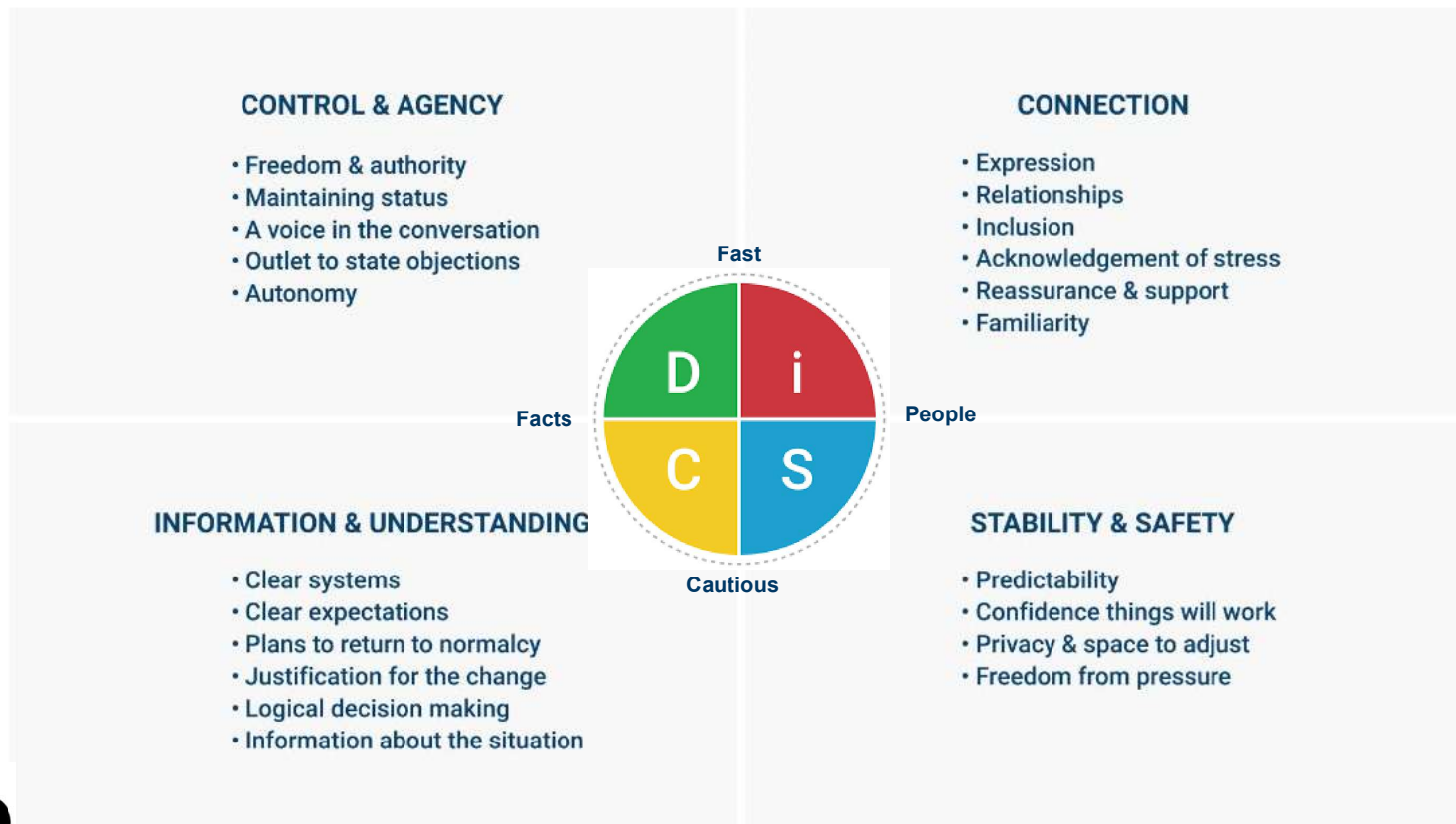




INFORMATION & UNDERSTANDING



Activity: Map Your Direct Reports & Consider Their Needs When They Hear About Change



Phrases To Influence During Change

D Style (Control / Results)

🤔 They're thinking, "What's the goal, how fast are we moving, and what control do I have?"

🔑 They don't need the whole story—they need clarity, speed, and autonomy.

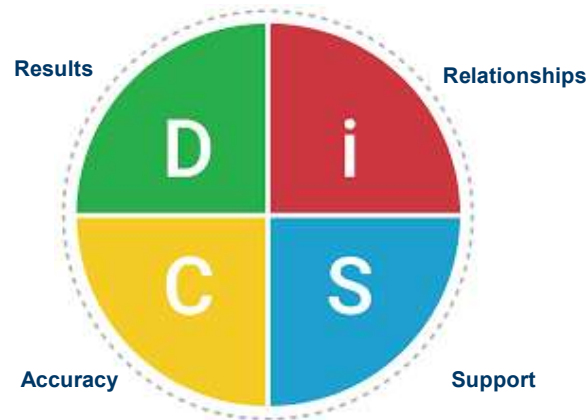
💡 *"Here's what's changing, here's the goal, and here's where you have control to move this forward."*

C Style (Accuracy / Clarity)

🤔 They're thinking, "Does this make sense, and where are the details to understand it fully?"

🔑 They need logic, structure, and time to process.

👉 *"Here's the reasoning behind the change, what it means in practice, and where you can review the details."*



i Style (Recognition / Connection)

🤔 They're thinking, "Is this positive, and how do people (including me) fit into it?"

🔑 They need optimism, involvement, and a sense that people matter.

👉 *"Here's what this makes possible, and I'd love your energy and ideas to help bring it to life."*

S Style (Stability / Support)

🤔 They're thinking, "How will this affect me and my people—and will I be supported?"

🔑 They're scanning for safety, impact on people, and reassurance.

👉 *"I know change can be a lot—here's what's staying the same, and how we'll support you through it."*



Interaction Guide

Dominance	influence
<p>WORKING EFFECTIVELY WITH THE D STYLE</p> <p>When Trying to Connect</p> <ul style="list-style-type: none"> • Make efficient use of time • Focus on the topic at hand and avoid going off on tangents • Expect candor <p>When Problems Need to Be Solved</p> <ul style="list-style-type: none"> • Be aware that they respond well to bold or daring ideas • Avoid suggesting unrealistically positive scenarios • Focus on the big picture and avoid overanalysis <p>When Things Get Tense</p> <ul style="list-style-type: none"> • Address issues quickly and directly • Resist the urge to give in to their demands just to regain harmony • Avoid taking bluntness personally 	<p>WORKING EFFECTIVELY WITH THE I STYLE</p> <p>When Trying to Connect</p> <ul style="list-style-type: none"> • Be open to collaboration • Recognize the value of their energy and enthusiasm • Find ways to recognize them so they feel well-liked and appreciated <p>When Problems Need to Be Solved</p> <ul style="list-style-type: none"> • Remain optimistic while considering all potential issues • Show them that you're open to creative solutions • Expect spontaneity <p>When Things Get Tense</p> <ul style="list-style-type: none"> • Avoid personal attacks that could escalate the conflict • Acknowledge the importance of their feelings • Let them know that your relationship is still solid despite your differences
<p>WORKING EFFECTIVELY WITH THE C STYLE</p> <p>When Trying to Connect</p> <ul style="list-style-type: none"> • Talk to them about the objective, fact-based aspects of ideas and projects • Avoid pressuring them for an immediate decision • Expect skepticism <p>When Problems Need to Be Solved</p> <ul style="list-style-type: none"> • Allow them time for careful analysis • Show appreciation for their logic • Don't let them get bogged down in the details <p>When Things Get Tense</p> <ul style="list-style-type: none"> • Support your opinions with logic and facts • Give them space to process the situation before confronting the issues • Avoid using forceful or emotional tactics 	<p>WORKING EFFECTIVELY WITH THE S STYLE</p> <p>When Trying to Connect</p> <ul style="list-style-type: none"> • Show warmth and concern for their feelings • Offer your point of view, but take an easygoing approach • Work collaboratively with them <p>When Problems Need to Be Solved</p> <ul style="list-style-type: none"> • Respect their cautious pace • Consider other people's feelings when making decisions • Set a timeline that fits everyone's needs <p>When Things Get Tense</p> <ul style="list-style-type: none"> • Address the situation directly without being confrontational • Avoid forceful tactics or dismissing the conflict completely • Show that you sincerely care about resolving the issues
Conscientiousness	Steadiness



A Better Process



Cascading Message Process

1. Get leadership clarity & buyin
2. Prepare messaging, including responses to difficult questions
3. Deliver the same message at the same time
4. Listen & provide feedback loop
5. Repeat, often (7 times)



Template To Prepare Leaders & Managers

Pro tip: load your new policy and this template into AI and ask it to draft a messaging document.



Message Title

- **Goal:**
 - What do you want the message receivers to understand, think, or do as a result of hearing this message?
- **Audience:**
 - Who should receive this message? Organizational level, role, possible concerns, DiSC styles, etc.
- **Message:**
 - The change
 - The "why" - The business reason for the decision
 - How we decided. Who was involved? What did you wrestle with/weigh? How did you collect staff input/consider the impact on people? How did / will staff feedback affect the decision?
 - What's in it for me? Benefits to both organization and individuals.
 - Admit the downsides and recognize how this will affect them.
 - Describe the plan to implement and find our new normal.
 - Emphasize "we" / team / culture / people.
 - Open for questions.
- **Rollout:**
 - Explain to the message senders when the message should be delivered, including their role
 - What channels will be used?
 - What graphics, videos, documents, or other resources should be referred to?
 - Follow-up strategy: How will staff have a chance to react/respond/express concerns/provide feedback? Post roll out check-ins? Plan for feedback implementation.

FAQ's & Possible Objections

- Possible question/objection 1
 - Suggested response
- Possible question/objection 2
 - Suggested response
- Possible question/objection 3
 - Suggested response

DiSC Integration:

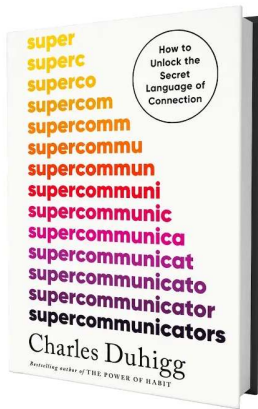
- Dominance (D): Focus on results, efficiency, and brevity.
- Influence (I): Use enthusiasm and highlight team wins.
- Steadiness (S): Provide reassurance and emphasize stability.
- Conscientiousness (C): Share detailed plans and rationale.

Download at ConfidentCommunicator.com/Resources

Getting Started



Where Is Meaning Made?



The Surface Level
issues, ideas, topics, etc.

The Under Conversation

Practical

What's this really about?

Emotional

How do I feel about this/you/myself?

Social

Who are we to each other?
(Power & Proximity)



Framing

(Anchoring Bias)

“This won’t hurt a bit”

>

“I’m not going to lie. This is going to hurt”



Framing

(Anchoring Bias)

“Can I talk to you for a minute?”

>

“Hi, I’m Officer Dan. I’m walking around trying to get to know the community. Can we chat for a minute?”



Framing

(Anchoring Bias)

“We’ve got a change that’s going to take
some time getting used to...”



Resources





ConfidentCommunicator.com

Training for Leaders, Managers & Teams



Crucial Conversations. **THE 6 TYPES OF WORKING GENIUS**

Workshops & Assessments

- Workplace Communications
- Management Communications
- Director Level Communications
- Executive Communications
- Sales & Customer Service Communications
- Team Communications
- Productive Conflict Communications
- Emotional Intelligence
- Train the Trainer, Custom Training & Consulting



Free 2 Minute Daily Communications Tip

ConfidentCommunicator.com/blog



Compassion vs. empathy

Apr 15, 2021



What to do when the other person isn't fighting fair

Apr 14, 2021



8 rules of fair fighting

Apr 13, 2021



The virtual elevator pitch

Mar 09, 2021



Stepping back into a tough conversation

Mar 08, 2021



If you're overwhelmed, take a break

Mar 05, 2021



7 tactics of unfair fighting

Apr 12, 2021



Interrupt gracefully

Apr 09, 2021



3 ways to end an argument productively

Apr 08, 2021



Can I remain in dialogue with someone I don't respect?

Mar 04, 2021



Mutual respect is up to you

Mar 03, 2021



Mutual purpose is the super-intention

Mar 02, 2021



How to be vulnerable

Apr 07, 2021



5 reasons you lack confidence, and 1 rule to get it

Apr 06, 2021



Learning soft skills

Apr 05, 2021



Intention influences everything

Mar 01, 2021



An apology can keep you in dialogue

Feb 26, 2021



What's my style under stress?

Feb 25, 2021





Bring DiSC To Life!

Increase your influence & build a culture of open communication in a supportive community.

 *Group Coaching*  *Forum*  *Courses*  *Resources*  *Workshop Archive*

community.confidentcommunicator.com

Request More Info Form



<https://forms.gle/ZewSemknfmpWcW9g6>