



The 4-Dimensional Manager

Julie Straw

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1. Julie begins with the observation that we manage with good intentions but often get unexpected results, especially when we try to treat everyone the same. Has that ever happened to you?
2. The DiSC Model of Behavior is based on the work of William Marston. It is a two axis model of Perceived Power and Perceived Favorability. Did you identify yourself in this model? Where did you fall? How does this affect your behavior?
3. Chapter 6 could be called Management 101. Julie goes through the basics of each of the four styles and makes suggestions on how to manage each style. The highlights are: D - Be Direct with Them; i - Channel Their Enthusiasm; S - Watch Body Language for the Real Message; and, C - Focus on Facts and Issues. Can you provide an example from your workplace for each of these?
4. Julie suggests that becoming a 4-Dimensional Manager is really about adapting your style to better meet the style of your employee. How do you feel about that? Have you seen that work for you or others?
5. Susan has Julie walk through the steps for Delegating, Problem Solving, and Providing Feedback for each of the four styles. Did you find any of these particularly helpful? Discuss.
6. The concept of organizational culture was highlighted in the interview. What is the behavioral culture of your organization? Which behavioral styles are modeled, rewarded, and criticized in your organization, and what are the results? How can you use this knowledge to make your organization more successful?

