

# D-style Managers



D



## Behavioral Preferences

Direct  
Firm  
Strong-willed

## Assumptions That Can Get Them in Trouble

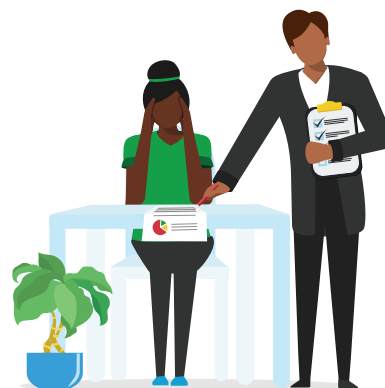
Even if we'd never say them out loud, we all have unconscious assumptions that sometimes get us into trouble. Here are some common ones that **D-style managers** sometimes make.

- **I'm the manager**—people need to adapt to me
- Praise should be used very **sparingly**
- **I don't need to be tactful** if I'm being honest
- **I can't show weakness** or vulnerability
- People are getting paid—**they don't need morale building**
- **I'm the best suited** to make most decisions
- It's fine to use a little **intimidation** to get things done
- People who need emotional support are **expecting coddling**
- I should be the one in **control**
- If we get **results**, that's what matters
- Everyone should be as **driven** as I am
- I'm the manager—**it's ok if I lose my temper**
- **I can't slow down**



## Unintended Consequences for Their Team

- We're **burned out**
- We **don't dare challenge** the boss
- We **don't take risks** to innovate
- We **waste energy** covering our butts
- We **hide our mistakes**
- We **don't trust** the organization



## Helping Your D-style Managers Rethink Their Role

A key to developing these managers is helping them truly appreciate the value of empathy in leadership. By understanding other perspectives, they see that not everyone shares their sense of urgency and that they can often get better results in the end by showing compassion in the moment.