

Leadership Development Day

January 27, 2026



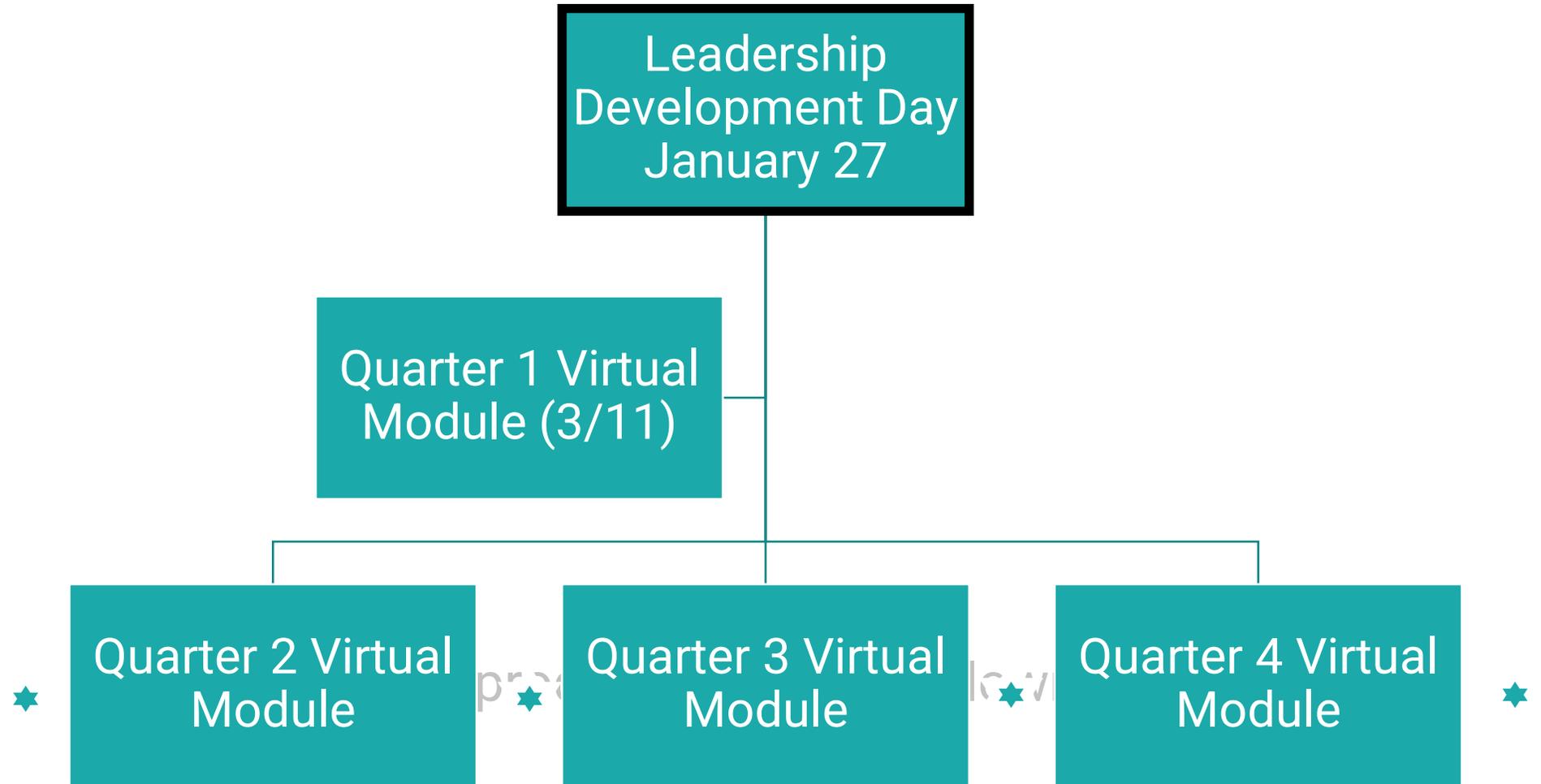
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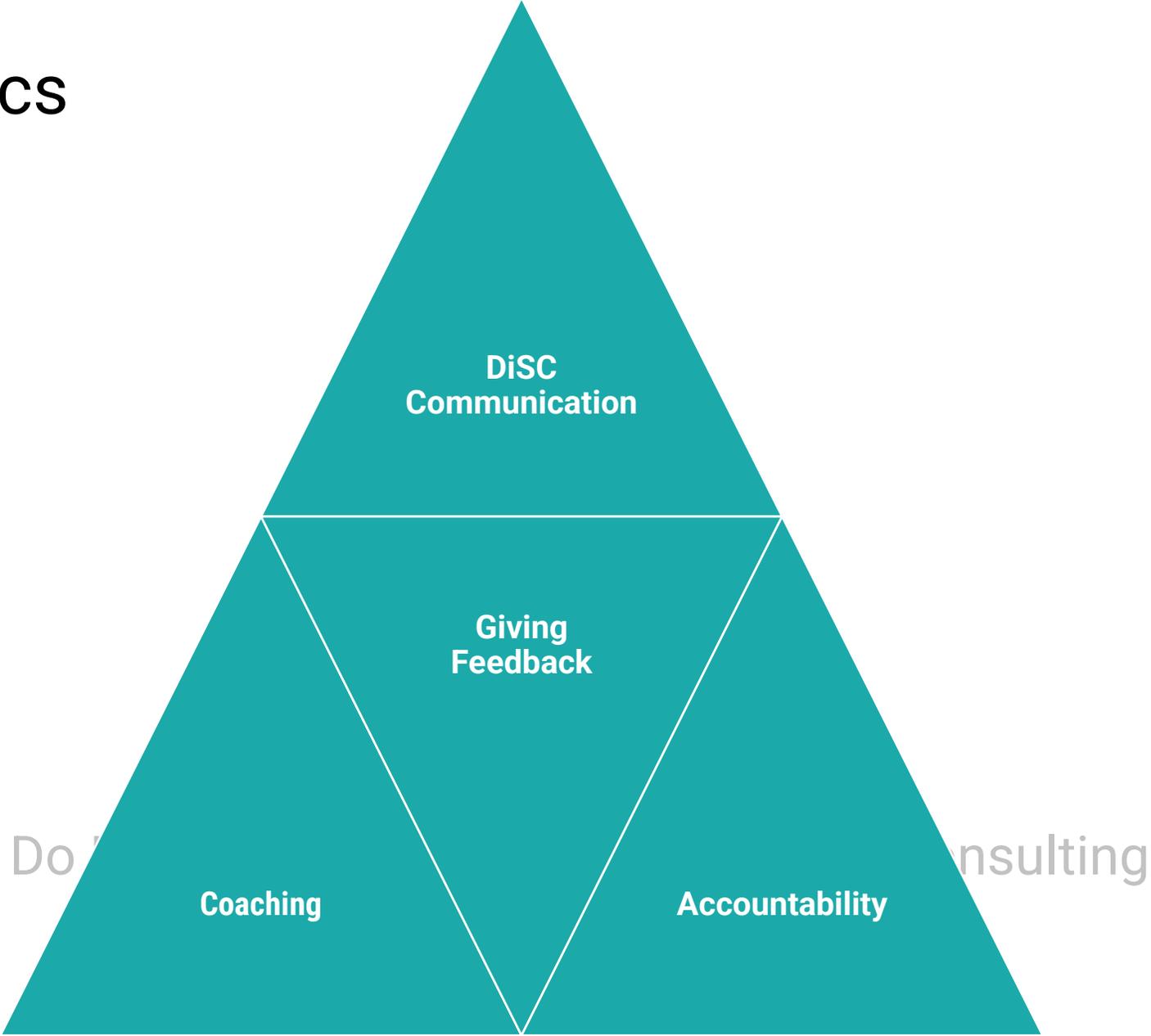
Strong leadership is what enables great customer experiences and business results



Our 2026 Blueprint



Today's Topics



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Raise your hand if...

- You see at least three faces here you have never met before
- You manage people who used to be your peers
- You are responsible for results across more than one location or team
- Developing your managers is now a bigger part of your job than doing the work yourself
- You have already put out a fire today
- You have stepped in and fixed something instead of coaching someone through it
- You have delayed a tough conversation longer than you should have
- You are hoping to walk out today with something you can use next week

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DiSC – Understanding and Shifting Your Communication Style



By the end of this session you will:

Know how to use DiSC as a framework to help you become:

- Stronger managers to your people
- Better colleagues to each other
- Excellent leaders of the business

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Survey Shows Preferences and Tendencies

- All styles equally valuable
- Parts of all four styles
- Self-awareness helps increase effectiveness
- Strategies to adapt to other styles

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Active
Fast-paced
Assertive
Dynamic
Bold



Thoughtful
Moderate-paced
Calm
Methodical
Careful

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Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

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19
45%

Dominance

Priorities: getting immediate results, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Questioning
Logic-focused
Objective
Skeptical
Challenging

Active
Fast-paced
Assertive
Dynamic
Bold

Influence

Priorities: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, lack of follow-through, disorganization

Accepting
People-focused
Empathizing
Receptive
Agreeable

8
19%

10
24%

Conscientiousness

Priorities: ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Thoughtful
Calm
Methodical
Moderate-paced
Careful

Steadiness

Priorities: giving support, maintaining stability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

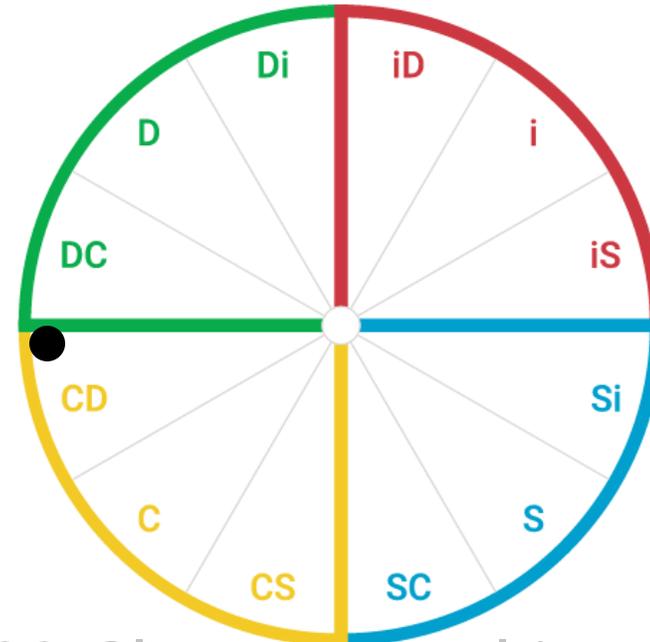
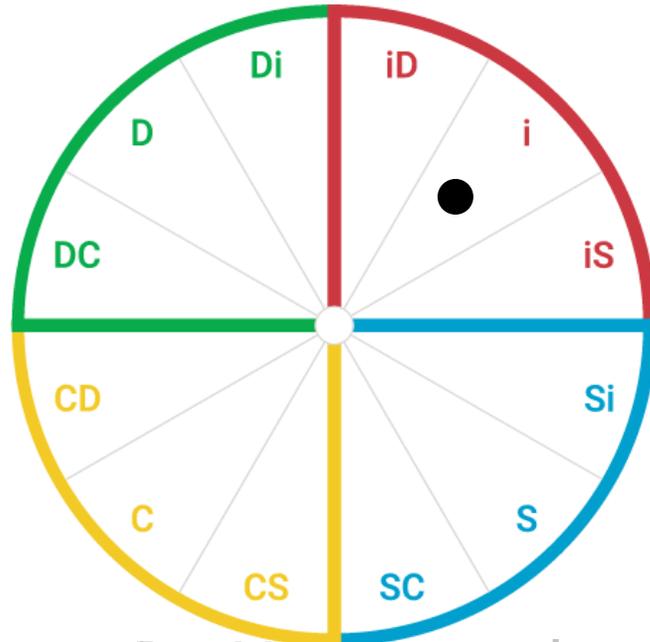
Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

ting
5
12%

Dot Shows Your DiSC Style

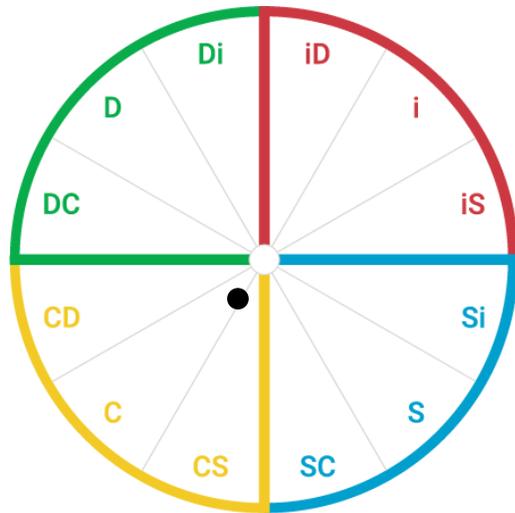


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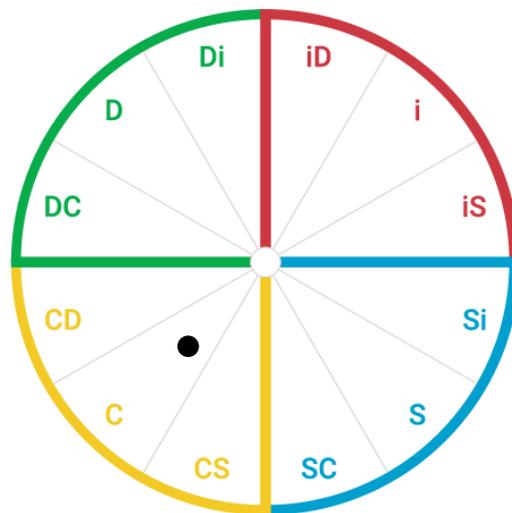


Dot Placement Shows Your Inclination

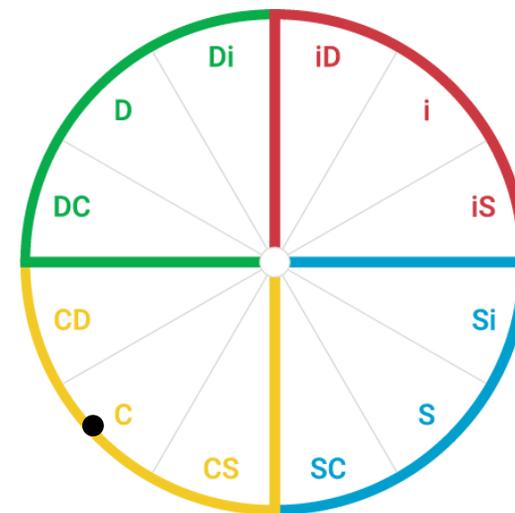
Slight



Moderate



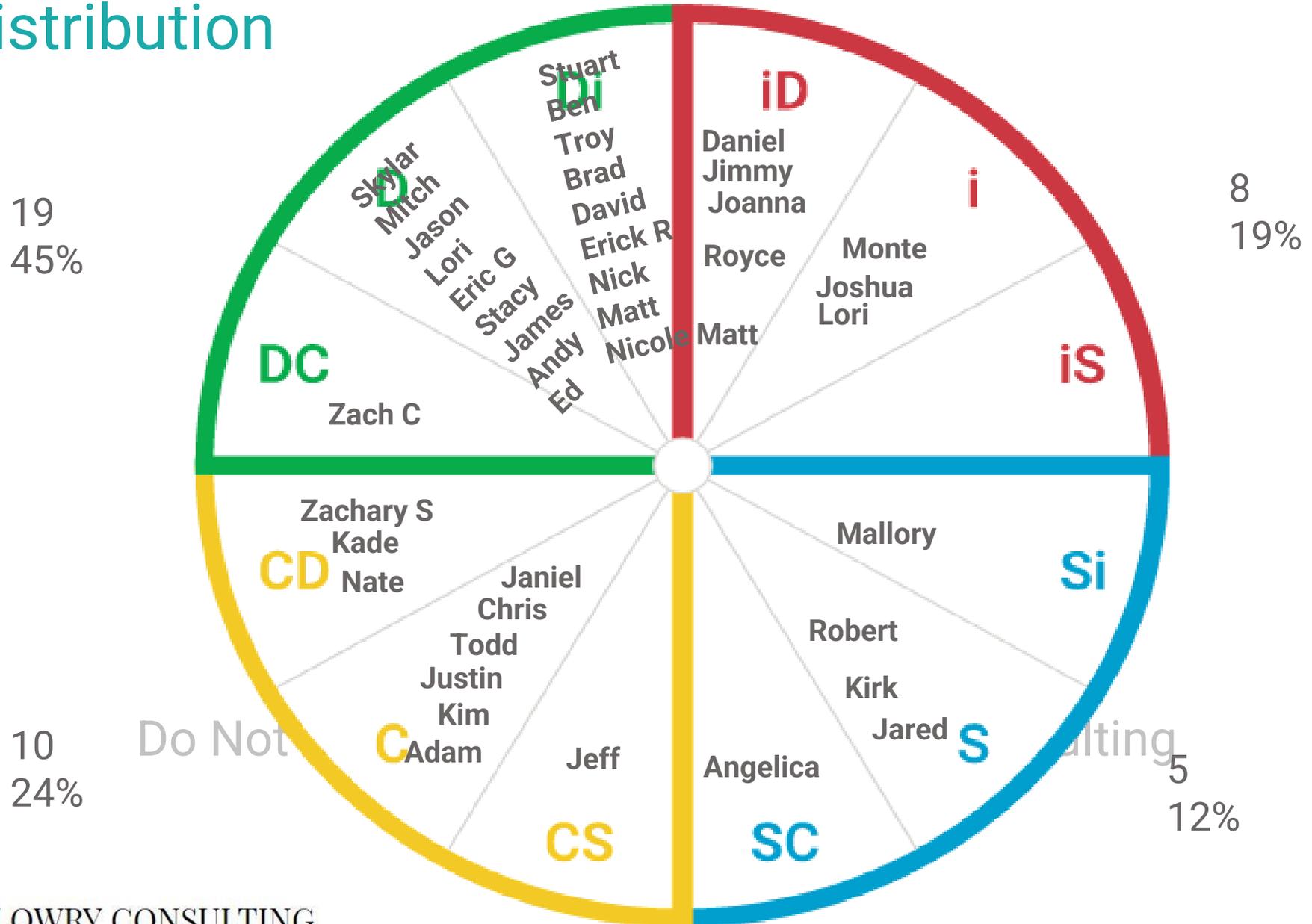
Strong



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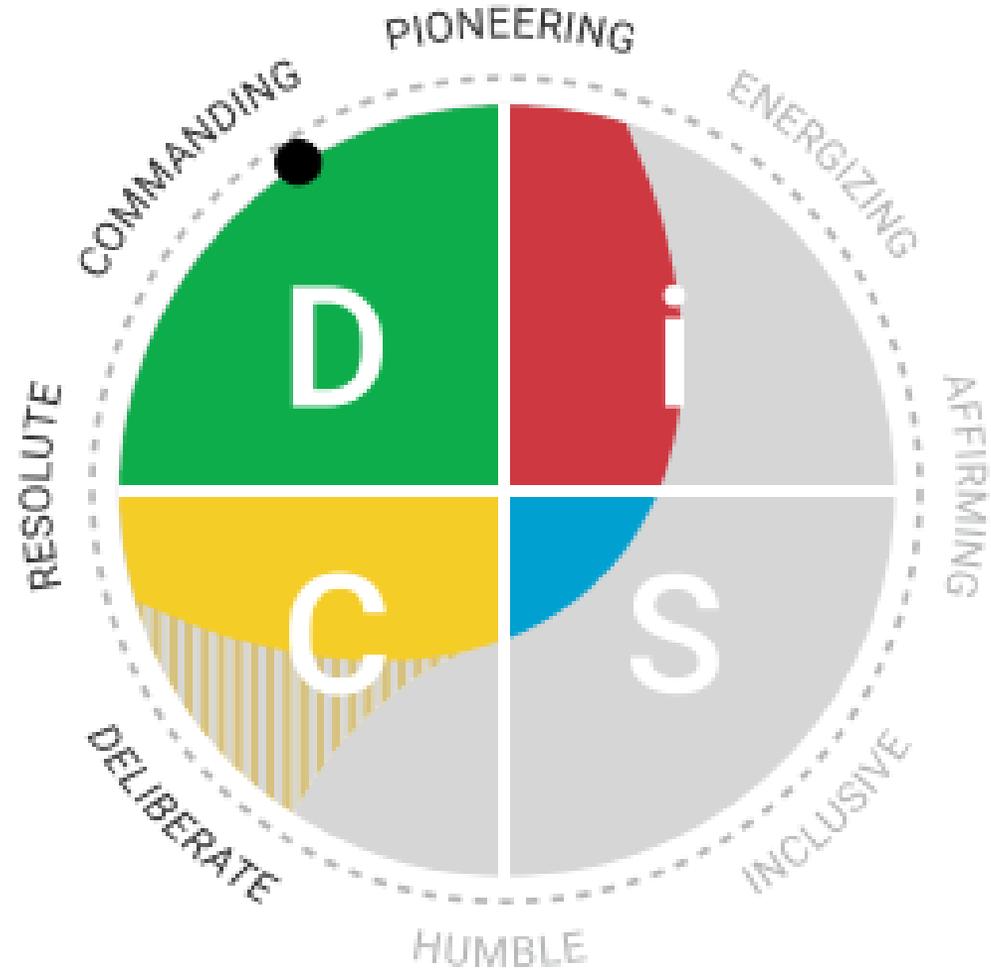


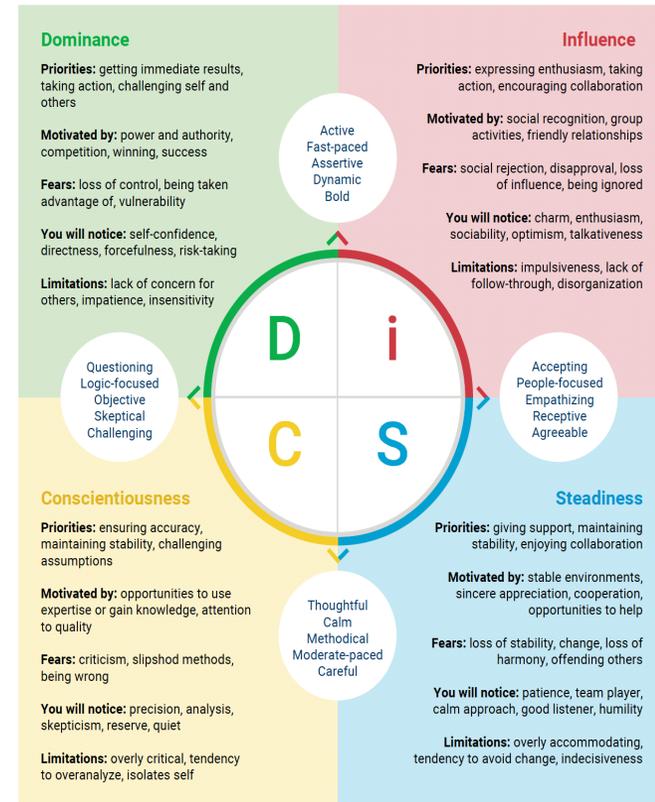
DiSC Distribution



Bolded Words
Show Your
Priorities;
Shading
Shows Your
Comfort Zone

Do Not Reprod





uiting

● D – Direct & Fast

Cares about: Speed, results, efficiency

May say: "How long will this take?" "Just tell me what I need."

May do: Push for quick answers, appear impatient

Needs from staff: Clear options, quick decisions

● C – Careful & Detailed

Cares about: Accuracy, facts, value

May say: "Why does this need to be done?" "Can you show me the numbers?"

May do: Ask lots of questions, research ahead of time

Needs from staff: Data, explanations, logical reasoning

● i – Friendly & Expressive

Cares about: Connection, trust, positive interaction

May say: "How's your day going?" "You all are always so nice here."

May do: Chat, joke, build rapport

Needs from staff: Warmth, acknowledgment, friendly tone

● S – Steady & Loyal

Cares about: Consistency, feeling valued, smooth service

May say: "Whatever you recommend is fine." "I usually come here."

May do: Wait patiently, avoid complaining

Needs from staff: Reassurance, clear next steps, appreciation



Working with Teams

When you're collaborating with other people, what aspects of teamwork **bring out your best** — and what dynamics or behaviors tend to **frustrate or slow you down**?

Approaching Change

How do you typically **approach or respond to change**? What about change feels **energizing or valuable** to you, and what aspects tend to be **challenging or uncomfortable**? How can others **help you feel more confident and supported** when navigating change?

Navigating Conflict

When tensions or differing opinions arise, how do you **prefer others to engage with you**? What helps you stay **open and constructive**, and what behaviors or approaches tend to **shut you down or escalate conflict**?



Those of you who possess this style, how may you need to work differently to increase your effectiveness?

Those of you who are not this style – what is one way you need to flex to work better with them?

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The D Culture Rewards:

- Independence
- Decisiveness
- Directness
- Victory
- Results

The D Culture Criticizes:

- Oversensitivity
- Hesitation
- Overanalysis
- Foot-dragging
- Weakness

Advantages of the D Culture:

- Offers a dynamic and engaging environment
- Makes decisions without wasting time
- Drives toward results
- Provides opportunities to prove oneself
- Rewards determination and persistence
- Continually pushes for new accomplishments
- Encourages innovation
- Gives straightforward feedback

Drawbacks of the D Culture:

- Leads to tension and burnout
- Fails to spend time on thorough analysis
- Overwhelms those who are less aggressive
- Creates power struggles that lead to poor decisions
- Takes too many risks
- Overemphasizes status
- Discourages teamwork because of competitiveness
- Provides feedback without considering feelings



How to Identify your employees' DiSC Styles

D- Style

- Often appears to be in a hurry
Is direct- says what they think
- May be blunt; states their opinions as facts
- May talk to many people at the same time
- "What's the bottom line?"

I – Style

- Is open and friendly
- Talks a lot
- Gets easily excited
- Is animated
- Talks about people they know
- May talk more than they listen
- Not focused on details

C-Style

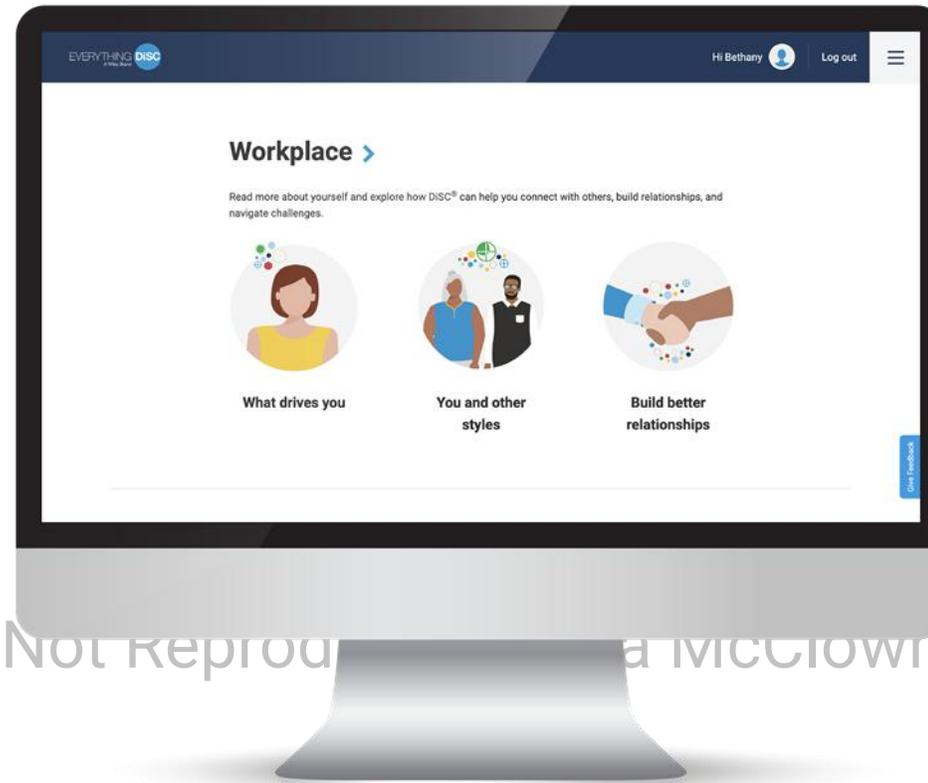
- Appears reserved and/or quiet
- Focuses on details
- Asks many questions
- Studies information carefully
- Proceeds cautiously
- Takes time to gather thoughts before talking

S - Style

- Appears calm; doesn't get easily excited
- Listens carefully
- Nods and goes along with the group
- Asks questions about specifics
- Seems to have strong opinions but doesn't express them vocally



Catalyst.everythingdisc.com



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Action Plan

- Schedule time on your calendar to review the Catalyst site, especially Workplace → What Drives You/Build Better Relationships/You and Other Styles
- Discuss comparisons with 1-2 other people you work closely with
- Read survey results again in 3 months

Coaching for Performance and Growth



By the end of this session, you will be able to :

- **Coach your employees from afar** instead of rescuing them
- Use a **simple, repeatable coaching conversation structure**
- Practice real coaching conversations you can use immediately

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FROM DOER TO LEADER



Coaching is how you scale leadership when you can't be everywhere

Where/when do you feel pulled back into the service centers?

Your job is no longer to be the best fixer in the building.

Your job is to build problem solvers across multiple locations.



Coaching is an essential leadership behavior

But many leaders feel they don't have the time for the slow and tedious work of teaching people and helping them grow

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What aspects of driving are you most and least confident with right now?

What do you need from me?

What do you need to work on more to feel confident about passing your driver's test?

How do you think you just did? What did you do well? What would you like to work on?



What happens when you give someone the answer?
What usually happens next time?

What happens when they solve it themselves?

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What Coaching is (and what it isn't)



Directing
vs.
Coaching

Do No





QUESTIONS FOR REFLECTION

1. When in your career did you receive the most development and growth?
2. Which individuals facilitated that growth for you?
3. Which traits, behaviors, or values of theirs helped facilitate your growth?
4. Which of these attributes do you have?



Coaching is giving a little **less advice** and asking a few **more questions**

- Coaching is simple
- You can coach someone in 10 minutes or less
- Coaching can be a daily, informal act not a formal “It’s Coaching Time” event (but sometimes it may be longer and more “formalized”)
- Skills required for coaching: empathy, active listening, critical thinking

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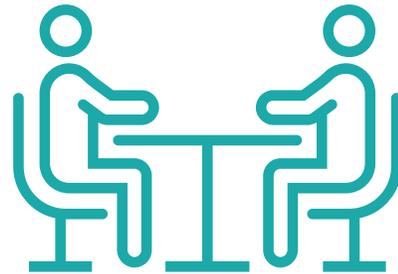




Connect



Clarify



Coach



Commit

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In a Successful Coaching Relationship, You will Know Certain Things About Your People

Think through the following questions with each of your people in mind.

If you can answer fewer than four, you probably need to do more to activate the relationship before you can successfully engage in coaching with them

Questions for reflection:

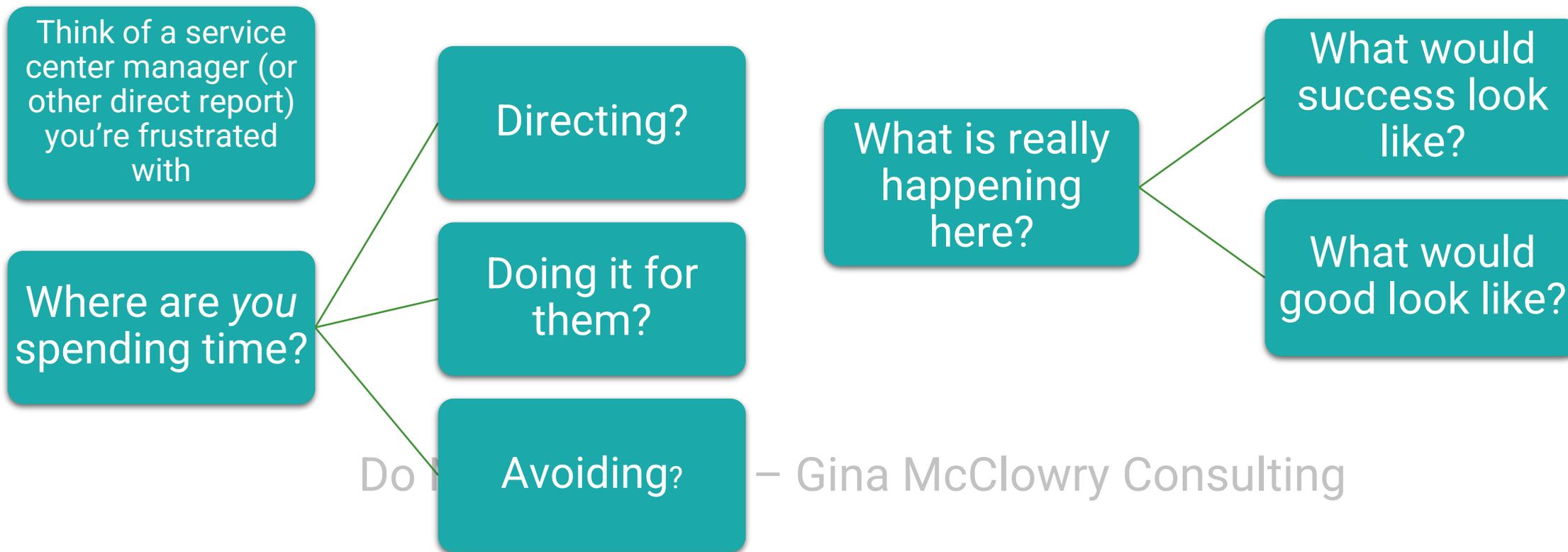
- What energizes and drives them?
- What do they want to be valued for?
- Why do they come to work and what do they want from their role?
- What is their main focus for development and growth?
- How are they feeling about their job currently?
- What do they want from you as a coach?

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Clarify



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When someone comes to you with a problem, lead with:

“Before I jump in – what do *you* think we should do?”

That single question rewires the dynamic instantly.

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Coach



“What have you already tried?”



“What options do you see?”



“If I weren't here, what would you do?”



“What's the risk if you try that?”



“What support do you need from me?”



“How will you know it's working?”



Coach



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Commit

Decision and ownership

Follow-up questions:

- “What are you going to do?”
- “By when?”
- “What support do you need from me?”

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Let's Practice

Assemble into 6 small groups

RMs – Choose a group to join and act as a coach/helper

Determine an overall strategy for handling your problem; including coaching questions and elements of the 4C Model



Scenario 1 : One of your service center managers calls or texts you multiple times a week for approval on routine decisions: scheduling changes, customer issues, inventory orders. They are capable but seem hesitant to act without confirmation. You are busy and often just tell them what to do so you can move on. **How could you coach this person so they stop calling you for every decision. What questions could you ask instead of giving answers?**

Scenario 2 : A high-performing technician was promoted quickly to service center manager. They are overwhelmed, reactive, and struggling with scheduling, delegation, and prioritization. They are working long hours and morale is slipping. You find yourself spending more time in this store than any other. **How do you coach without overwhelming them? Where do you direct vs. where do you coach?**

Scenario 3 : A service center manager consistently hits operational targets but avoids difficult conversations with underperforming technicians. Morale in the shop is slipping and stronger team members are frustrated. When you visit the store, you want to address the behavior yourself because you know it won't change otherwise. **How do you coach this manager to take ownership of these conversations? What would success look like after coaching?**

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Scenario 4

A service center manager escalates customer complaints to you quickly, especially when a customer is angry or demanding. You handle the customer to “protect the brand,” but it’s becoming the norm. **How do you coach after the escalation? How do you prevent this pattern going forward?**

Scenario 5

A long-tenured service center manager pushes back on new processes or standards, saying, “That might work elsewhere, but it doesn’t work here.” Their store performance is average, but they influence others with their attitude. You’re tempted to mandate compliance or bypass them. **How would you coach rather than argue? What questions would help you uncover the real resistance?**

Scenario 6

One of your service centers has missed sales and productivity targets for two months in a row. When you ask the manager what’s going on, you hear a lot of external reasons: staffing shortages, supply issues, customer traffic, and “things out of our control.” You’re concerned the manager is not taking full ownership, and you feel pressure from above to get results quickly. You’re tempted to start giving very specific instructions on what they must do differently. **What questions would move the manager toward actions they can control? How would you end the conversation with clear commitments?**



Ways to be an Effective Coach



Use silence – it allows others to process their thoughts and access their intuition



Seek to explore, not to solve – Don't jump in too soon to offer advice or solutions

“How do you feel about it?”

“What have you tried already?”

“How did that work?”

“What other ideas/solutions can you think of?”

“What would you change next time?”



Ask don't tell

Instead of “You need X”, try
“What do you think you need?”

Instead of “You did a much better job on that today”, try
“How do you think that went?”

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Write it Down - Coaching

- What is one upcoming conversation where I will intentionally focus on developing the manager, not just solving the problem?
- What is one responsibility I need to clearly hand back to a manager, along with clear expectations and follow-up?
- What is one coaching question I will commit to using this week before offering my own solution?

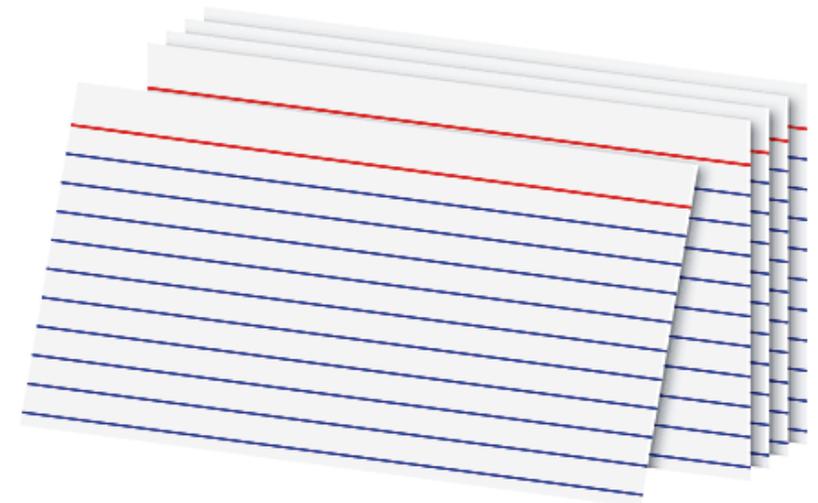


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Notecards

- What questions do you still have about coaching for performance?
- Where do you feel least confident applying this with your team?
- If we had 30 more minutes on this topic, what would you most want to spend it on?



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Giving Effective Feedback



“If you don’t have
anything nice to
say,
_____”

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By the end of this session, you will :

- Understand what makes feedback effective and well – received
- Gain skills for how to overcome negative reactions to feedback
- Practice giving feedback and overcoming resistance

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- Who has delayed a tough conversation longer than you should have?
- Who has had a small issue turn into a bigger one because it wasn't addressed earlier?
- What gets in the way of giving constructive, consistent feedback?

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Effective and Ineffective Feedback Examples



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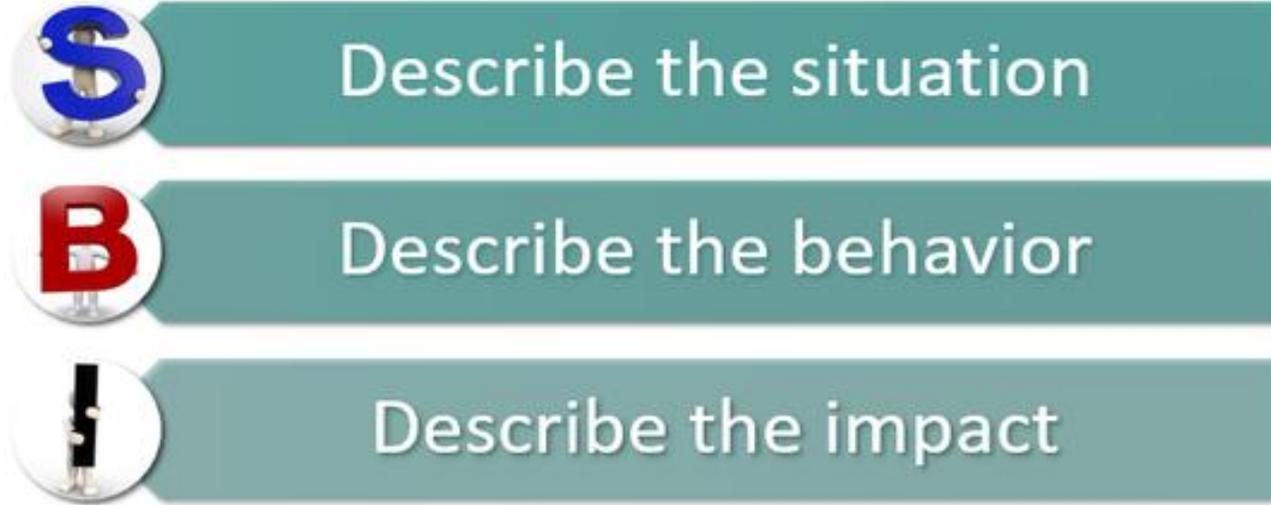
Good Feedback ...

- Is timely
- Is specific
- Is constructive
- Is NOT personal – about the behavior NOT about the person
- Allows the other person to react

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The SBI Formula for Giving Feedback



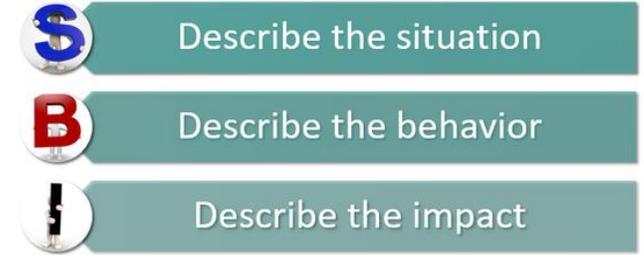
Situation: “During last Friday’s regional ops call...”

Behavior: “You interrupted the service center managers several times while they were explaining their staffing challenges...”

Impact: “It shut down the conversation, and we missed some important details that could help us solve the problem.”



The SBI Formula



Situation: “During my visit to your service center last Thursday afternoon...”

Behavior: “I saw two vehicles leave the bay without the full safety checklist being completed.”

Impact: “That increases safety risk and puts the center and the company in a tough position if something goes wrong.”

Situation: “On my visit last Friday and in the recent customer surveys...”

Behavior: “Customers were not greeted within the first minute, and wait times were not being clearly explained.”

Impact: “That leads to frustration and lowers repeat business and referral rates.”

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Let's add another layer

- ***Intent:*** “I want to give you some feedback to help you be successful.”
- *SBI:* Situation → Behavior → Impact
- ***Forward Ask:*** “What I need to see going forward is...”

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Let's Practice

Assemble into 6 small groups

RMs – assimilate into any group you want as an active participant

**Rewrite the feedback statement using any invented details you want
– use the SBI model and the sandwich layers**



Feedback Rewrite

“I want to give you some feedback to help you be successful.”

-  Describe the situation
-  Describe the behavior
-  Describe the impact

...and necessary concerning

“What I need to see going forward is...”



Rewrite using SBI

1. “Overall, I just think you need to be more mindful of how you’re showing up with your team. There have been a few comments, and I’ve noticed some things here and there that suggest it’s becoming an issue.”
2. “I don’t want this to come across the wrong way, but sometimes it feels like you’re not really holding your people accountable the way we need you to.”
3. “We’ve talked about this before, and I’m not sure it’s really landing. I need you to be better about communication because people are still confused.”
4. “I don’t want to get into the weeds, but some of the choices you’ve been making lately are causing challenges for the group.”
5. “This isn’t a huge deal, but I do want to mention that the rollout could have gone a little smoother.”
6. “We probably need to spend more time aligning on expectations because there seems to be some disconnect.”

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Employee Reactions to Feedback

Denial – “I don’t know what you’re talking about”

Indifference – “I can’t make any promises, but I’ll try”

Lack of Confidence – “Honestly, I don’t even know where to start”

Responsibility Skirting – “It’s not my fault”

Anger – “This is not fair! You’re being unreasonable and need to back off.”

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Managing Employee Reactions to Feedback

Denial – “I don’t know what you’re talking about”

- Give concrete examples, take personal ownership for the feedback being given

Indifference – “I can’t make any promises, but I’ll try”

- Ask for a commitment, reiterate the importance, tie it to the “why”

Lack of Confidence – “Honestly, I don’t even know where to start”

- Offer support, solicit ideas, use attentive silence

Responsibility Skirting – “It’s not my fault”

- Acknowledge their feelings, use specific examples

Anger – “This is not fair! I knew you didn’t like me, but this is unreasonable!”

- Take a break if needed, remain calm, acknowledge feelings, stand your ground



Feedback Exercise

Complete the following feedback exercise in pairs

- **Feedback Giver** acts in the role of manager and, thinking of an actual person/situation on their team, gives feedback to **Person B**
- **Receiver** responds to the feedback using one of the feedback reactions (indifference, anger etc.)
- After about 2-3 minutes, switch roles and do a new scenario and a new feedback reaction
- After each feedback role-play, discuss how well you think the feedback was given/received

"I want to give you some feedback to help you be successful."

- S** Describe the situation
- B** Describe the behavior
- I** Describe the impact

"What I need to see going forward is..."



A quick note about positive feedback

Positive Feedback

- ✓ Is timely
- ✓ Is specific
- Links the positive behavior to the business results
- Can be delivered in public

Positive Feedback Mistakes to Avoid

- Not giving it. Positive feedback should outweigh constructive feedback by at least a 3 to 1 ratio
- Giving positive feedback for trivial issues
- Saving up all of the praise for the annual performance review

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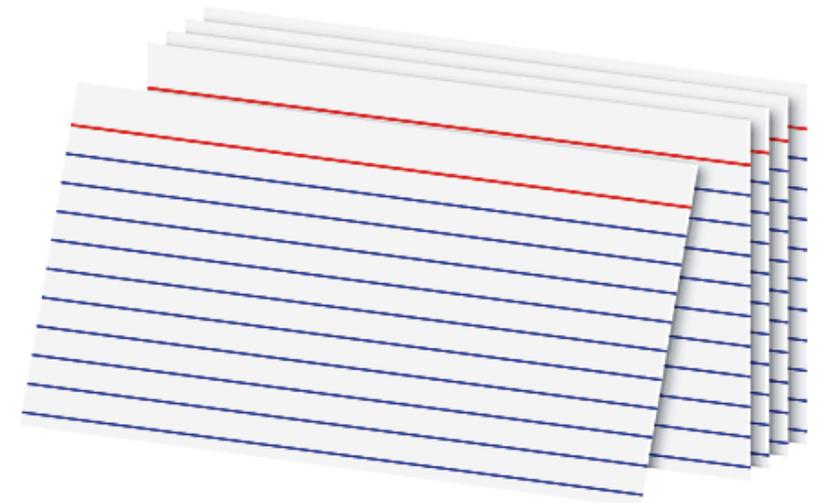
Write it Down - Feedback

- What is one piece of feedback I have been avoiding or delaying that I commit to giving in the next 7 days?
- What is one conversation I can have that would prevent a small issue from becoming a bigger problem?
- Who is one person I should recognize or thank this week for a specific behavior I want to see repeated?



Notecards - Feedback

- What questions do you still have about giving feedback?
- Where do you feel least confident applying this with your team?
- If we had 30 more minutes on this topic, what would you most want to spend it on?



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Cultivating Accountability



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By the end of this session, you will :

- Set clear, consistent expectations that drive ownership and reduce confusion.
- Address performance issues earlier and more directly, even when it's uncomfortable.
- Move from firefighting to ownership by reinforcing consistent standards across service centers.

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What does **accountability** really mean?

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Discussion

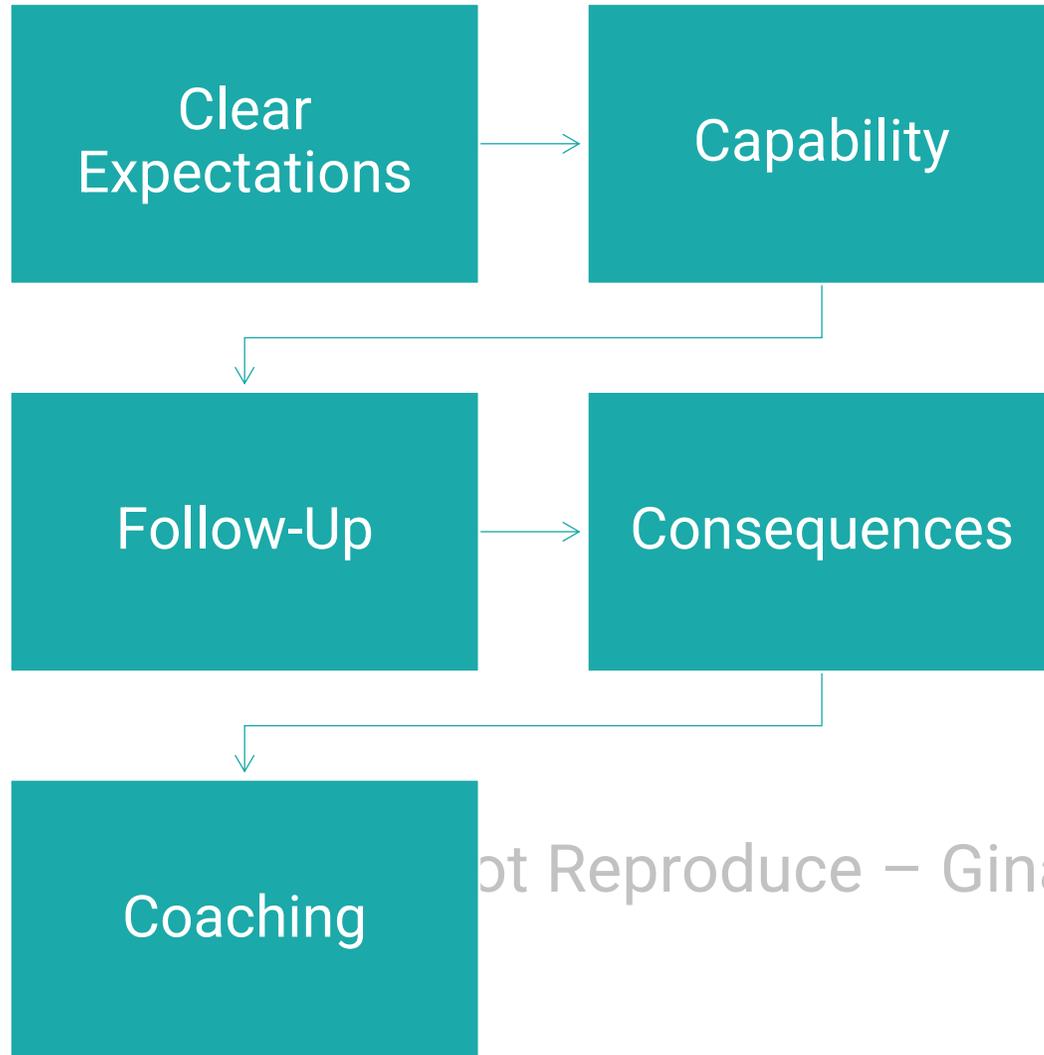
Where do expectations break down across service centers today?

In how many of these cases are expectations truly clear, measurable, and reinforced - versus assumed?

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The Accountability Chain



Most accountability problems are expectation problems first

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What Good Looks Like - The 5 Questions

Expectations should answer:

- **What** exactly needs to happen?
- **By when / how often?**
- **What** does 'good' look like?
- **How** will we know it's happening?
- **What** happens if it doesn't? (support + consequences)



Instead of:

“We need better customer service”

“Every customer is greeted within 30 seconds, we explain recommended services using the inspection checklist, and managers review 2 tickets per shift”

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In Table Groups

Part 1:

What are 3-5 things that must be done the same way in every service center for us to win?

Where do we currently allow too much variation?

Part 2:

Choose one item from above and answer:

- Who owns setting the expectation?
- Who owns monitoring it?
- Who owns correcting it?



Let's Practice

DMs- Assemble into groups of 3- 4

RMs - work as a group of 3

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Partner Activity

Each person chooses a real issue (sales process not followed, safety shortcut, inventory issues, training not happening, customers expectations not being met)

Person A plays the leader, Person B plays the employee

The leader practices resetting expectations using the 5 questions

Switch roles

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The 5 Accountability Questions

- **What** exactly needs to happen?
- **By when / how often?**
- **What does ‘good’ look like?**
- **How will we know it’s happening?**
- **What happens if it doesn’t? (support + consequences)**



Write it Down- Accountability

- One expectation I will clarify in the next 30 days
- One problem I will stop fixing and start holding someone else accountable for

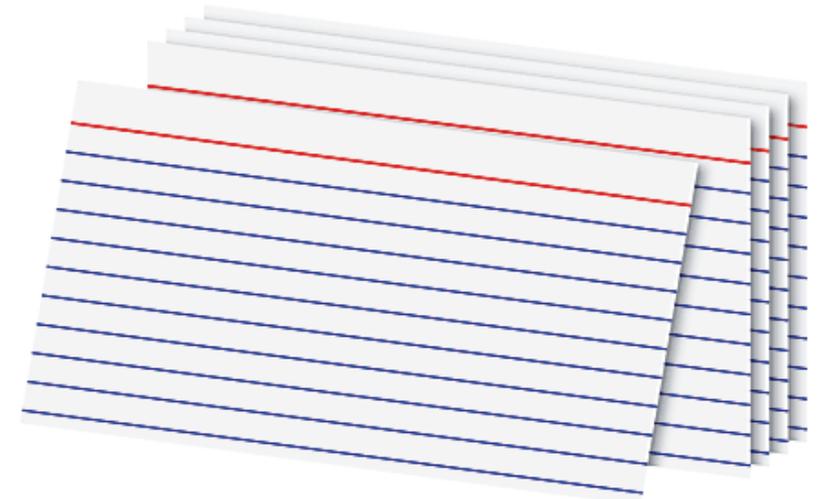


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Notecards

- What questions do you still have about accountability?
- Where do you feel least confident applying this with your team?
- If we had 30 more minutes on this topic, what would you most want to spend it on?



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