

EFFECTIVE[✓]NESS



Sample Report

Style: Concluder DI

DISC Sales assessment

Wednesday, January 14, 2015

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

This is the D Style

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

This is the I Style

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

This is the S Style

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

This is the C Style

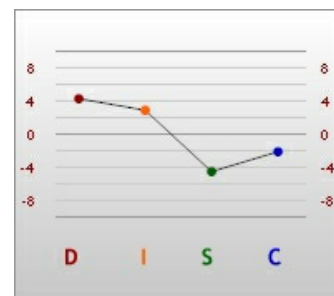
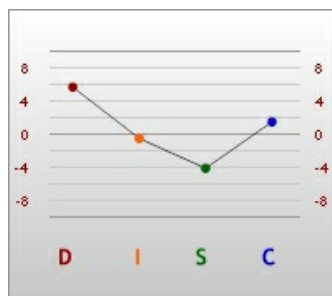
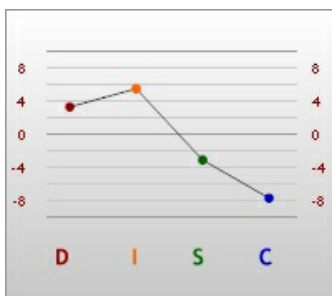


The chart below helps put the four dimensions of behavior into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions	Decisive	Spontaneous	Conferring	Methodical

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.



DISC graph 1 represents your "public self" (the mask)

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

DISC graph 2 represents your "private self" (the core)

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.

DISC graph 3 represents your "perceived self" (the mirror)

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. Although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

Description

understanding your style

Sample's style is identified by the keyword "Concluder".

Sample, as a Concluder style, tends to be a strong individualist. Sample is forward-looking, progressive and competitive. They can also be direct and even forceful at times. Concluders are curious and have a wide range of interests. They are logical, incisive and critical in their problem solving. Many times a Concluder will come up with the imaginative and unusual. Sample has good leadership abilities. A Concluder may appear to be cold or blunt because their task-orientation tends to overtake their people-orientation. Concluders have high standards and can appear to be critical when these standards are not met. Concluders may also place high standards on surrounding people and expect perfection from them as well. Sample seeks authority and challenging assignments.

Concluders can have a very strong impact on people and can motivate others to achieve goals. Because of these characteristics, they need to be sensitive to the people around them. Their high-risk, adventurous spirit moves them through life at a fast pace while making things happen in the lives of the people. Others may see concluders as opinionated and they will challenge others' opinions.

Concluders tend to be short tempered, especially when they feel someone is taking advantage of them. They thrive on activity and a consistently forward moving environment. Patience does not come easily. A Concluder may put themselves in the position of being affected by other peoples' actions because they want to be involved in everything going on around them. Concluders may want to take charge of problems that are out of their area of responsibility and may be irritated when others do not share their sense of urgency. Sample is constantly thinking about what to move on to next that is new and exciting.

Determined and driven to excellence in all they do, Sample tends to be very competitive. Sample is not afraid to "go for" their desires or wants, and is willing to put forth the effort for success. This person is not afraid to challenge others in the quest to achieve end goals, but also respects position and authority and is not unnecessarily confrontational.

Sample is an optimistic individual. They are the type of person who loves exploring new places or things and a wide variety of experiences. A natural charisma is displayed that draws and charms others. Sample is a very encouraging person; others find them inspirational and lively.

Sample does not care for routines and will often actively try to change monotonous situations. They tend to march to the beat of their own drum and prefer to do things individually in order to work at their own pace. Sample is sometimes seen as being in a hurry to get where they are going; tending to move quickly from one thing to the next.

Not afraid to take a bold approach, Sample is willing to challenge the status quo. Original and creative, this individual acts with confidence when implementing new solutions. Sample will tend to use a balance of intuition and facts when making decisions. Once they have made a decision, they will not be afraid to act upon it.

Natural leader and spokesperson
High ego strength
Influential and motivating
High energy, extroverted, and optimistic

General Characteristics

Being able to direct and pioneer
Power and authority to take risks and make decisions
Freedom from routine and mundane tasks
Changing environments in which to work

Motivated By

A competitive environment with rewards
Being able to delegate details to others
Freedom from controls, supervision, and details
Evaluation based on results, not methods

My Ideal Environment

Sales Profile

Introduction

Research suggests that the most effective sales people are the ones who truly understand human behavior and can not only predict behavior, but can modify their own behavior to that of their buyer. Successful sales people appreciate their own strengths and limitations and quickly assess the strengths, limits, needs and preferences of their customers. In sales, information is power!

This section explains your personality style in a sales role according to the DISC Personality-Typing System. It helps you identify your own selling strengths and limits. With this information, you can capitalize on your strengths and recognize any limits hindering your success. Secondly, this report offers tips for a manager based upon your unique selling style. Lastly, this report covers ways to motivate customers based upon the preferences of their distinctive buying styles.

It's no secret that different customers with different personality styles have different "hot buttons" that will make them buy. The job of the sales person is to find that particular button and push it effectively. The psychology of selling is in understanding the customer and pinpointing his/her unique motivating factor(s); then, creating a favorable environment that will stimulate him/her to purchase.

Identifying your selling style as well as the buying styles of your prospects can become both revealing and confirming. It will show you new aspects of your communication as well as confirm facets you already knew. You'll find this information valuable in every area of your life – at work, home and in every area that you interact with others.

Your Personal Selling Style

Your Instinctive Selling Style Description

Your Style is a Concluder Style ("DI" Style)

Dynamic and direct, Concluders tend to sell customers with their confidence and conviction. They have good leadership abilities and tend to see the "big picture," integrating many aspects of the sales environment into their viewpoint. Incisive, logical and sharp, Concluders are great problem solvers. Many times they will come up with imaginative and unusual ideas, plans and solutions for their clients. Concluders are progressive and competitive when it comes to attaining goals; they seek results for their clients. In sales, Concluders' ideal environment would include being self-managed, developing their own accounts, and having challenging assignments with little detail work.

Concluders are not easily discouraged when clients are demanding. They have tenacity, drive and will persevere through difficult times where others would give up or run away. Self-reliant and independent, Concluders know what they want and how they are going to get it. Others may view Concluders as courageous, because they will take risks and will not be hesitant when making split-second decisions.

Concluders can have a positive impact on others and can straightforwardly motivate customers to buy. Others may see them as strong individuals since they will not waiver on their beliefs and will challenge opposing opinions if necessary. Because their attention to tasks and productivity is so high, they tend to place high standards on themselves and others. Since Concluders seek to function in high-energy, rapidly-changing sales environments, they also expect others to keep up with their changes and pace. Concluders thrive on people and creating activity and changes. Their high-risk, adventurous spirits move them through their work at a fast pace while making things happen in the lives of their associates and clients.

Your Personal Selling Style

Your Instinctive Selling Style Description

Capitalize upon your selling strengths and minimize your selling challenges by first recognizing their potential to facilitate or hinder your sales success. Use your best selling attribute to add value to your sales team. Create a sales environment that is conducive to your strengths.

Concluder Selling Strengths

- Natural leader and spokesperson; perfect sales team leader
- Goal driven; will try to exceed sales objectives rather than just meet them
- Great closer; not afraid to ask for the sale
- High ego strength; has a positive, confident and winning attitude
- Both influential and motivating
- High energy extrovert
- Can handle several customers at once; enjoys a challenge
- Good at closing fast and making things happen fast
- Is both people-oriented and task-oriented (an effective sales combination)

Concluder Selling Challenges

- May appear overly aggressive to more passive styles; may intimidate or make uncomfortable
- May become confrontational with another aggressive style rather than giving in
- May become impatient with customers who are slow decision makers; slow decision makers may feel rushed or may need more information than the Concluder can provide
- May become frustrated with customers who won't take risks
- Extremely inattentive to details
- Attempts too much at once, has a hard time saying "no" and as a result, follow up may suffer
- Enjoys being the "center of attention" at all times

Concluder Best Sales Attribute

- Confident sales person who is good at asking for the sale and closing quickly to achieve results

MANAGING DISC SELLING STYLES

Managing DISC Selling Styles Overview

Providing incentives for a sales force is one of the most difficult things a manager faces. Use this overview for developing strategies for sales people with different DISC personality styles.

Encouraging "D" Style Sales People	Encouraging "I" Style Sales People
<ul style="list-style-type: none"> • Present sales objectives in writing • Give opportunities to lead a sales team • Large and challenging territories • Provide opportunities to close deals • Ask for their input on "positioning" product/services • Emphasize commission over salary • Provide prospects with large upside potential • Let them help with new product launches; new markets; building market share • Stroke their ego with recognition, feature them in a newsletter • Give them personal introductions; referrals • Allow them freedom from controls • Provide support for detail work • Evaluate in terms of their results, not their processes • Take them to lunch, provide outside activities to influence • Provide sales competitions • Use travel packages as rewards • Give them problems to solve 	<ul style="list-style-type: none"> • Be friendly, humorous and informal • Activities to socialize and network outside the workplace • Give opportunities to open doors with new accounts • Help them in serving their existing accounts • Focus on their strengths and positives when giving feedback • Emphasize commission over salary • Provide support for detail work, scheduling and time-management • Travel with the sales agent and provide constructive feedback • A changing, people-oriented environment • Use a participatory management style • Put project goals, specifics and deadlines in writing • Use public recognition, rewards, flattery, and praise • Give opportunity for public speaking or leading meetings • Opportunity to voice their opinion and express themselves • Provide outlets for fun and travel • Give them fresh, new and exciting products and services

MANAGING DISC SELLING STYLES

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Encouraging "S" Style Sales People	Encouraging "C" Style Sales People
<ul style="list-style-type: none"> • Provide practical, reliable, people-friendly products and services to sell • Make sure they "buy-in" to strategies and plans • Show them sincere appreciation for their hard work • Recognize them for their loyalty and patience • Give them attainable sales goals • Consider them for longer sales cycles • Emphasize salary over commission • Constantly motivate and keep moving forward • Make the salesperson a part of a sales team • Help build their self esteem and confidence • Don't force them to cold call • Provide professional tools for presentations • Help them prepare their pitch in advance • Give flexibility in their schedule for family time • Make calls jointly with the sales manager often • Present criticisms and changes softly • Provide regular feedback on performance • Limit the number of aggressive people they will need to deal with 	<ul style="list-style-type: none"> • Help them build their expertise in a key area • Keep informed with changes and policies • Show respect, give awards and titles • Emphasize salary over commission • Give advance warning of changes • Allow them to be creative • Give opportunities to develop strategies and solve problems • Provide tools for research • Supply quality products to sell • Provide quality presentation and technical aids • Reward them for their loyalty, discipline and perseverance • Allow them to service existing accounts rather than open new ones • Let them know exactly what is expected of them • Give them credit for their hard work • Allow them their own organized and private space • Give them job security • Consider them for longer sales cycles

MANAGING DISC SELLING STYLES

Tips for Motivating and Managing your Sales Force

Unfortunately, an incentive that works for one person, may not motivate another. A complimentary steak dinner wouldn't reward a vegetarian, so each person has to be motivated according to their natural preferences, strengths, needs and outlook.

To help increase productivity, fulfill and retain your sales team, try the following steps.

1. Profile all sales people to identify their DISC style
2. Use DISC to uncover what motivates each of them
3. Build sales teams of complimentary styles
4. Remember, money is not the only motivator

Use the following tips to create the best, most productive environment for your team member:

Best Ways to Motivate the Concluder Style

- Evaluate them based upon the results, not the process
- Give them the opportunity to compete with other producers for rewards and recognition
- Give them the freedom to try new and innovative approaches
- Give them non-routine work with challenge and opportunity
- Allow them to work with a results-oriented, fast moving team

Best Ways to Manage the Concluder Style

- Allow them to be self-managed as much as possible, don't give the Concluder too many rules, regulations or procedures to follow.
- Put projects and deadlines in writing
- Provide others to help with technical specifics, customer service and follow up after the sale.
- Provide others to help with detailed reports, record keeping, and routine tasks
- Give them opportunity for promotion or leadership roles

INCREASING SALES WITH CUSTOMERS

Recognizing Your Customer's Buying Style

Before you can modify your selling style to your customer's buying style, you must first observe your buyer. To do so, take note of the following: the questions they ask, their pace, directness, openness, body language, pictures in their office, style of dress, are they formal or casual?

<p>If your customer...</p> <ul style="list-style-type: none">• is fast-paced; to-the-point; decisive• is competitive; individualistic• has a high ego strength; confident• is disinterested in "how" the job is done• likes change and taking risks <p>Your customer is a "D" Style</p> <ul style="list-style-type: none">• Extroverted + Direct = The D Style• The higher the D, the more the need for dominance <p>They buy products based upon...</p> <p>expediency, expert reviews, superior quality and their ability to get results</p>	<p>If your customer...</p> <ul style="list-style-type: none">• is responsive; charismatic; animated• is spontaneous; optimistic• enjoys small talk• talks about their feelings and other people• emphasizes fun and stories <p>Your customer is an "I" Style</p> <ul style="list-style-type: none">• Extroverted + Friendly = The I Style• The higher the I, the more the need for interacting <p>They buy products based upon...</p> <p>impulse, aesthetics, word of mouth, and their ability to give prestige</p>
<p>If your customer...</p> <ul style="list-style-type: none">• is friendly; relaxed; agreeable• is cooperative; enjoys working in teams• resists change and taking risks• asks more questions, makes less statements• is disinterested in "how" the job is done <p>Your customer is an "S" Style</p> <ul style="list-style-type: none">• Introverted + Cooperative = The S Style• The higher the S, the more the need for security <p>They buy products based upon...</p> <p>practicality, simplicity and their ability to make the user more secure</p>	<p>If your customer...</p> <ul style="list-style-type: none">• is less responsive and expressive• emphasizes facts and details; compares data• seems reserved, cautious and controlled• likes to work independently• is very task oriented and quality oriented <p>Your customer is a "C" Style</p> <ul style="list-style-type: none">• Introverted + Analytical = The C Style• The higher the C, the more the need for compliance <p>They buy products based upon...</p> <p>proven ability, product warranties, comparisons and information available</p>

Sales Profile

INCREASING SALES WITH CUSTOMERS

Ways to Improve Sales with each Customer

After spending time with your prospect, remember to create an environment favorable for their particular style. Use the suggestions for each style and follow these steps below:

1. Recognize your prospect's personality-buying style. Are they a D, I, S, or C style?
2. Gain rapport and trust by acclimating your style to theirs.
3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

Selling to D-style customers

They want: "Tangible results"

Stressors: "Being taken advantage of; Loss of control; Losing to the competition"

Adapt your style using: a "Bottom line" selling strategy

- Do be brief, direct and to the point
- Do stay business like
- Do concentrate on the "results" or the "benefits" of the product or service
- Do be decisive and unwavering when explaining important points
- Do be confident: don't be intimidated
- Do disagree or agree with the facts, not the person
- Do allow them to win and /or be correct (in the end, you will win too)
- Do move faster than normal
- Don't over-promise
- Don't joke around too much (unless they are joking too)
- Make sure you provide yes or no answers, not maybe answers
- Don't try to "trick" with gimmicks or misleading claims; D styles hate to feel they have been taken advantage of

Selling to I-style customers

They want: "An enjoyable experience"

Stressors: "Rejection; Loss of social acceptance; Too much detail work"

Adapt your style using: a "Conversational" selling strategy

- Do have fun, and joke if you think it's appropriate
- Do tell them the benefits that will make them look good
- Do give them recognition and appreciation
- Do listen to their stories
- Do provide real life examples to illustrate complex concepts
- Do provide follow up and be accountable to your words
- Do let them know you understand their feelings and ideas
- Do allow them to talk, but keep the focus
- Do introduce them to other members of your team if relevant
- Do give them the opportunity to speak with your customers who have had a good experience
- Don't give them too many product details
- Do give them literature and details in writing

Sales Profile

INCREASING SALES WITH CUSTOMERS

Ways to Improve Sales with each Customer

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3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

Selling to S-style customers

They want: "Security and Practicality"

Stressors: "Loss of security; Loss of personal relationships; Confrontation"

Adapt your style using: a "Personal" selling strategy

- Do show sincere interest in them as a person
- Do be friendly, personal and trustworthy
- Do give them the facts relevant to their job
- Do provide the assurances they need, concentrate on guarantees or return on investment
- Do be yourself, S styles can be astute judges of character
- Do close when you feel you have their trust
- Do give them real-life examples or stories to assure them
- Do ask questions and allow them to do most of the talking
- Do introduce them to customer and service specialists so that they will know they will feel assured
- Do provide follow up: be accountable to your words
- Don't be aggressive or fast paced, slow down your pace and humble yourself

Selling to C-style customers

They want: "Facts and Credibility"

Stressors: "Criticism; Incomplete tasks; Pressure to choose; Emotional displays"

Adapt your style using: an "Evidence and Confirmation" selling strategy

- Do allow them to ask questions
- Do be accurate with your responses
- Do provide the pros and cons to convince them
- Do focus on step-by-step explanations
- Do answer questions with facts and as many details as you have
- Do give them proof of your statements
- Do be direct and friendly; but minimize the small talk
- Do give them plenty of time and space
- Do follow through on details
- Do work toward earning their trust over time by keeping your word
- Don't pressure them to make decisions on the spot
- Don't get in their personal space or ask personal questions unless they choose to volunteer that information

INCREASING SALES WITH CUSTOMERS

Increasing Sales with Specific Customers

Instructions: Fill in the work sheet to help you better relate to (and better sell to) customers who you already know.

- Column 1: Write the customer's last name or corporate name here.
- Column 2: Refer to Part 3 to help you guess the style of your customer based upon what you know about the customer. Use 1, 2, or 3 DISC letters to describe their style.
- Column 3: Refer to the suggestions in Part 3 for tips that would help you form an action plan for success with that style.

CUSTOMER NAME	STYLE GUESSTIMATE (DISC)	ACTION PLAN
1.		
2.		
3.		
4.		
5.		
6.		
7.		

Communicating

with the Concluder style

Remember, a Concluder may want:

- Authority, varied activities, prestige, freedom, assignments promoting growth, opportunity for advancement

Greatest fear:

- Being taken advantage of, being talked about

When communicating with Sample, a Concluder, DO:

- Talk about results, not processes
- Talk about solutions, not problems
- Focus on business; remember they desire results
- Suggest ways for him/her to achieve results, be in charge, and solve problems
- Let them in on the "big picture" because they are visionary
- Agree with facts and ideas rather than the person when in agreement

When communicating with Sample, a Concluder, DO NOT:

- Ramble, repeat yourself, or do all the talking
- Focus on problems
- Be pessimistic or challenge them directly
- Focus on the process and details

While analyzing information, Sample, a Concluder may:

- Ignore potential risks
- Not weigh the pros and cons
- Not consider others' opinions
- Offer innovative and progressive systems and ideas

Motivational Characteristics

- **Motivating Goals:** Dominance and independence
- **Evaluates Others by:** Ability to complete a task quickly
- **Influences Others by:** Force of character, persistence
- **Value to Team:** Determination; striving to overcome obstacles
- **Overuses:** Impatience, competition
- **Reaction to Pressure:** Analytical, belligerent, logical
- **Greatest Fears:** Slowness or being seen as too jovial
- **Areas for Improvement:** Increase patience, concern for people, humility



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating

with the Concluder style

Value to the group:

- Bottom-line organizer
- High energy, spurs activity
- Can multi-task easily
- Decisive and great in a crisis

Concluders possess these positive characteristics in groups:

- Instinctive leaders
- Direct and decisive
- Innovative in getting results
- Maintain focus on goals
- Great communicators, willing to give opinions
- Overcome obstacles, they see silver lining
- Provide direction and leadership
- Push group toward their goals
- Generally optimistic
- Welcome challenges without fear
- Accept risks
- Sees the big picture
- Can handle multiple projects
- Function well with heavy workloads

Personal growth areas for Concluders:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less controlling, be more patient
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into the details and process
- Take time to explain the "whys" of your statements and proposals



You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

Communication Tips

relating to others

Your **D** and **I** plotted above the midline, your style is identified by the keyword "Concluder".

This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

D -- Measures how decisive, authoritative and direct you typically are. Words that may describe the intensity of your "D" are:

- **FORCEFUL** Full of force; powerful; vigorous
- **RISK TAKER** Willing to take chances
- **ADVENTURESOME** Exciting or dangerous undertaking
- **DECISIVE** Settles a dispute, question, etc
- **INQUISITIVE** Inclined to ask many questions; curious

I - Measures how talkative, persuasive, and interactive you typically are. Words that may describe the intensity of your "I" are:

- **GENEROUS** Willing to give or share; unselfish; bountiful
- **POISED** Balanced; stable; having ease and dignity of manner
- **CHARMING** Attractive; fascinating; delightful
- **CONFIDENT** Sure of oneself; feeling certain; bold

S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:

- **RESTLESS** Inability to rest or relax; uneasy; not quiet
- **CHANGE-ORIENTED** Desire to alter; likes variety
- **SPONTANEOUS** Acting in accordance with a natural feeling without constraint
- **ACTIVE** Characterized by much action or emotion; busy; quick

C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:

- **OWN PERSON** Not easily affected by the opinions of others
- **PERSISTENT** Continuing, especially in the face of opposition; persevere
- **INDEPENDENT** Free from the influence or control of others; self-confident



The only way to change is by changing your understanding.

- Anthony De Mello

Communication Tips

how you communicate with others

How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirmation for what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while other ones are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

Your style is predominately a "D" style, which means that you prefer receiving information telling you RESULTS. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and we need to work as a team.

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

This next section is particularly useful for a dominant "D" style as you may have the tendency to be more aggressive in your communication than what others would like.

The Compatibility of Your Behavioral Style

Two "D" styles will get along well only if they respect each other and desire to work as a team to accomplish a set goal. Care must be taken not to become overly competitive or overly domineering with each other.

A "D" likes the "I" style, because an "I" is a natural encourager to the "D". Sometimes an "I" will not be task oriented enough for the "D" in a work situation, unless the "D" sees the value of how the "I" can be influential to achieve ultimate results.

A "D" and an "S" normally work well together because the "S" does not threaten the "D", and will normally work hard to achieve the desired goal. Sometimes personal relations can be strained because the "D" sometimes comes across as too task oriented and driven.

A "D" and a "C" must be careful not to become too pushy and too detail oriented, respectively. However, a "D" needs the detail attention of the "C" style, but sometimes has a hard time of effectively communicating this need.



Speech is the mirror
of the soul; as a man
speaks, so is he.

- Publilius Syros

Communication Tips

compatibility of your behavioral style

How the "D" Can Enhance Interaction with Each Style

D with D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.

Relationship Tip: Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

D with I

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

Relationship Tip: You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

D with S

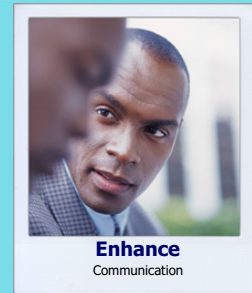
You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause a passive-aggressive response.

Relationship Tip: Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

D with C

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

Relationship Tip: Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.



Communication works
for those who work at
it.

- John Powell

Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow.

I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

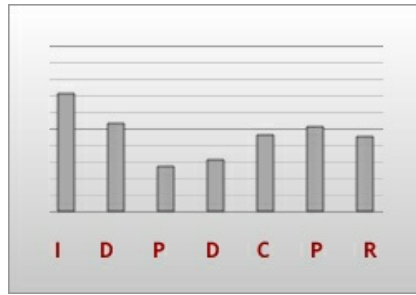
C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?

How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?

your strengths in leadership



INFLUENCING - Highly Effective

You are perceived by most as a great leader, well-spoken and decisive. You naturally command the respect and attention of others. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit aggressive, your fairness and people skills soon have others remembering that you want the best for them also.

DIRECTING - Above Average

Quality work and meeting tight deadlines are only two of your strengths others see. You may appear a bit task-oriented at times, but your attention to detail and your inner drive allow others to respect you and see the great value you add to the team. Take time to let others get to know you. They like you for a person as well as what you do for them.

PROCESSING - Fair

You are comfortable setting up and working through the process, but really prefer to be more goal and results oriented. Routines become monotonous to you and sometimes you desire to be more spontaneous or outgoing.

DETAILING - Fair

You tend to follow through on specific details that have been relayed to you as important. In new areas you may not see the importance of certain portions of the work that require more precision and review. Try using new strategies such as note taking, repetition of the goal, and asking for clarity.

CREATING - Good

You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

PERSISTING - Above Average

Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

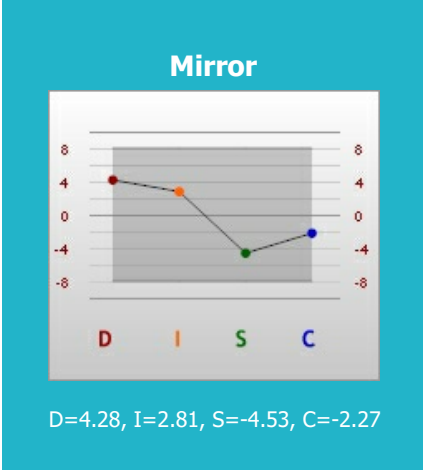
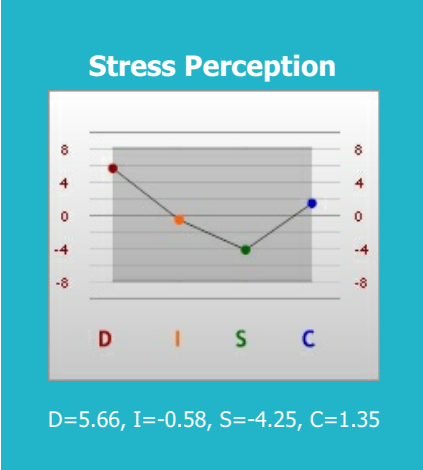
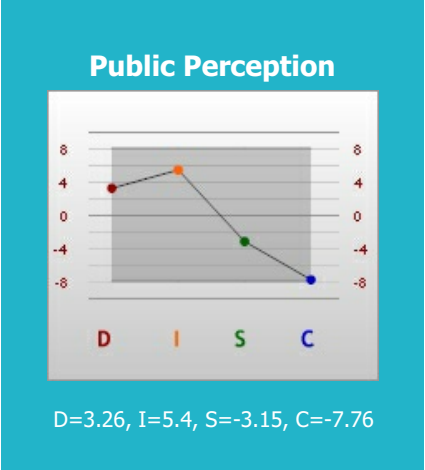
RELATING - Good

You tend to be task oriented, but know that people and relationships cannot be ignored. You may get caught up in getting things done, but you make up for that by taking time to nurture close relationships.

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

Personality Style Graphs



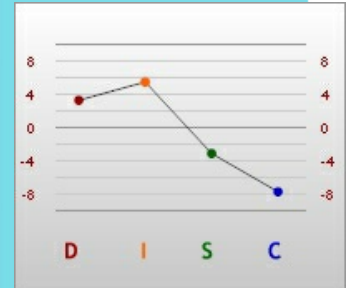
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 - Mask, Public Self

Behavior Expected By Others

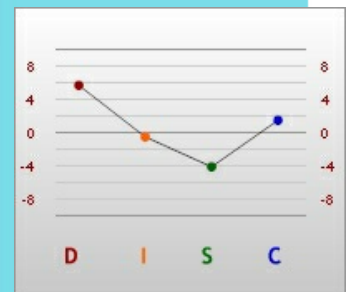
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.



Graph 2 - Core, Private Self

Instinctive Response To Pressure

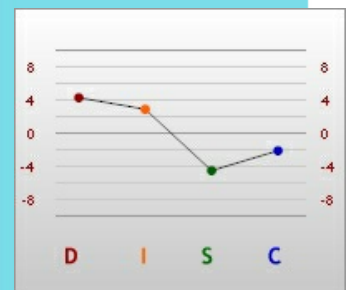
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3. Graph 2 is generated by the "Least" choices on The Personality System, and has the lowest potential for change.



Graph 3 - Mirror, Perceived Self

Self Image, Self Identity

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment. Graph 3 is generated by the difference between Graph 1 and Graph 2.



Continued

Different Graphs Indicate Change or Transition

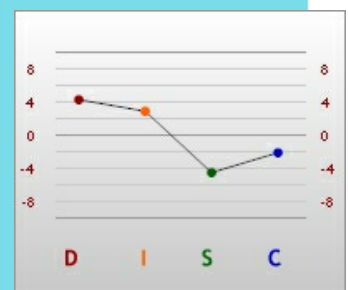
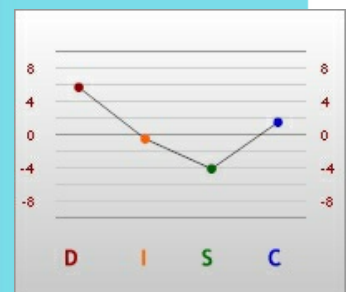
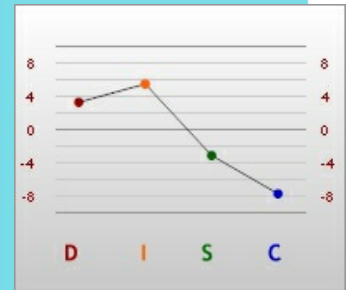
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 1 is different than Graph 2, but similar to Graph 3, the individual has been able to successfully alter his/her behavior to meet the demands of the environment without altering his/her core. This individual is probably fairly comfortable with the behavior shown in Graph 3 (Perceived Self), and is probably not experiencing stress.
- If Graph 1 is different than Graph 3, an individual may be in a period of growth (and some discomfort) while he/she attempts to alter behavior to meet the demands of a new environment. A person's behavior may fluctuate during this period of adjustment.

Similar Graphs Indicate Few Demands For Change

An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.

Your keyword style of Concluder DI(DI) and the contents of this report are derived from Graph 3.



Action Plan

Improving Your Interpersonal Skills

Sample's Action Plan

This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your style as a whole, and is not derived directly from your graphs.

This section gives you an opportunity to sit down with a co-worker, employer, friend, spouse, etc., and assess your personality style, getting feedback from someone who knows you well. Although doing so is beneficial, it is not required to have anyone else present while completing this section. If you choose to get feedback from another, you may print the report and do so that way.

Instructions:

Step 1: The items listed below are areas to reflect upon between you and your closest contacts. After printing out this report, give this page to another person who knows you well (associate, team member, teacher, family member, friend) and ask them to read each item. They should consider whether or not they perceive the item to describe your traits. Then, check either Yes or No beside each item. Open dialogue is encouraged and any blind spots (areas of your personality that you are blind to) should be discussed. Since communication is a two way street, it is recommended that two people complete one another's worksheets.

Delegates work well	<input type="checkbox"/> Y <input type="checkbox"/> N	Low tolerance for error	<input type="checkbox"/> Y <input type="checkbox"/> N
Sees the big picture	<input type="checkbox"/> Y <input type="checkbox"/> N	Goal/results oriented	<input type="checkbox"/> Y <input type="checkbox"/> N
Can't be bothered with details	<input type="checkbox"/> Y <input type="checkbox"/> N	Organizes well	<input type="checkbox"/> Y <input type="checkbox"/> N
Seeks practical solutions	<input type="checkbox"/> Y <input type="checkbox"/> N	Rash decision maker	<input type="checkbox"/> Y <input type="checkbox"/> N
Moves quickly to action	<input type="checkbox"/> Y <input type="checkbox"/> N	Tends to be abrupt/overly direct	<input type="checkbox"/> Y <input type="checkbox"/> N
Overly demanding of others	<input type="checkbox"/> Y <input type="checkbox"/> N	Thrives on opposition	<input type="checkbox"/> Y <input type="checkbox"/> N
Volunteers for jobs/shows initiation	<input type="checkbox"/> Y <input type="checkbox"/> N	Would rather talk than work	<input type="checkbox"/> Y <input type="checkbox"/> N
Presents well/polished	<input type="checkbox"/> Y <input type="checkbox"/> N	Frequently lacks follow through	<input type="checkbox"/> Y <input type="checkbox"/> N
Outgoing and personable	<input type="checkbox"/> Y <input type="checkbox"/> N	Priorities often get out of order	<input type="checkbox"/> Y <input type="checkbox"/> N
Overly dependant upon feelings	<input type="checkbox"/> Y <input type="checkbox"/> N	Easily distracted	<input type="checkbox"/> Y <input type="checkbox"/> N



A man is but a product of his thoughts. What he thinks, he becomes.

- Mahatma Gandhi

Action Plan

Continued

Step 2: Now, select the three items that would benefit the most from focused attention. Discuss and determine specific outcomes and a reasonable time frame for their achievement. Write the details in the spaces provided, along with notes helpful to achieving specific outcomes. Set a date 60-90 days from now for a discussion with your contact to review your progress. The person who works with you on this is important to your growth and should help you stay accountable to your plan.

1. The first item upon which I will focus:
 - Review Date:

 - Specific actions I will take on this item in the next 60 to 90 days:

 - Specifics to address

2. The second item upon which I will focus:
 - Review Date:

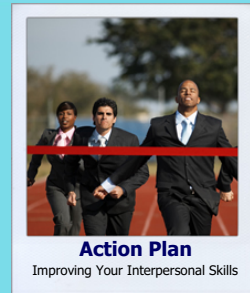
 - Specific actions I will take on this item in the next 60 to 90 days:

 - Specifics to address

3. The third item upon which I will focus:
 - Review Date:

 - Specific actions I will take on this item in the next 60 to 90 days:

 - Specifics to address



We continue to shape our personality all our life. If we know ourself perfectly, we should die.

- Albert Camus