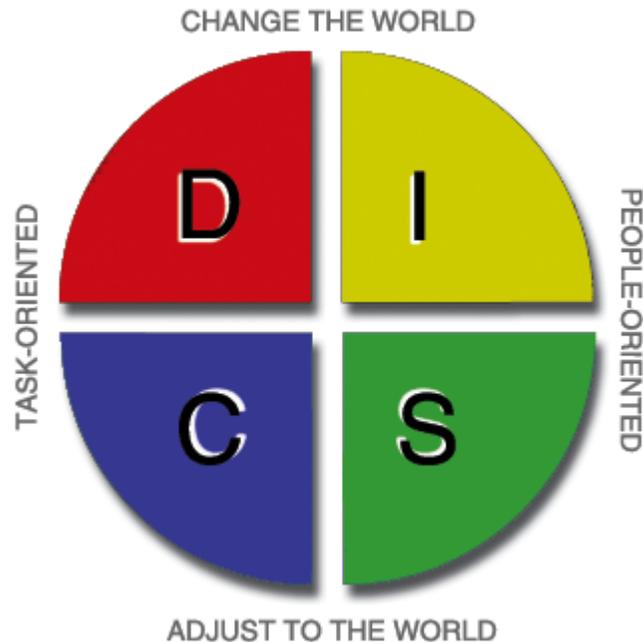


ADVANCED DISC

BEHAVIORAL STYLE ANALYSIS

REFERENCE GUIDE



- D** **Dominance - Challenge**
How the person responds to problems and challenges.
- I** **Influence - Contacts**
How the person influences others to his or her point of view.
- S** **Steadiness - Consistency**
How the person responds to the pace of the environment.
- C** **Compliance - Constraints**
How the person responds to rules and procedures set by others.



HOW TO

- IDENTIFY
 - COMMUNICATE WITH
 - WORK WITH
 - MOTIVATE AND
 - SELL
- DIFFERENT BEHAVIORAL STYLES**

**KEYS TO BETTER UNDERSTANDING OF
YOUR CLIENTS, EMPLOYEES, COWORKERS, AND YOURSELF.**

An aid in identifying a person's behavioral traits.

D DRIVE- CHALLENGE

High D: Tends to take an active, assertive, direct approach toward obtaining results.

General Highlights

Direct
Decisive
Aggressive
Strong Ego
Problem Solver
Impatient
Risk Taker
Self Starter

Value To Organization

Bottom-line organizer
Self-starter
Places high value on time
Challenges the status quo
Innovative

For Effective Communication

Be clear, specific, brief and to the point.
Stick to business.
Don't ramble on or waste their time.
Plan your presentation efficiently.
Don't ask rhetorical or useless questions.
Don't direct or order.
Ask "what" questions, not how.
Outline possibilities for person to get results, solve problems, be in charge.
Stress logic of ideas or approaches.
When in disagreement disagree with facts and ideas, not person.
Take issue with the act, not the person.

Possible Limitations

Oversteps authority
Argumentative
Dislikes routine work
Takes on too much
Burns bridges
Can't leave well-enough alone
Lacks diplomacy

Remember a High D may want:

Authority challenges, prestige, freedom, varied activities, difficult assignments, logical approach, opportunity for advancement.

Walking Style

Usually walks fast; head held high (with an air of confidence) arms swinging.
Walks into people more frequently because assumes others will move out of their way.

Standing Style

Usually stands with one foot in front and weight on the front foot. Usually has one hand in a pocket.

Sitting Styles

Prefers to sit with one foot in front and weight on the front foot. Usually has one hand in a pocket.

Low D:
Tends to obtain results in a more organized, deliberate, calculated manner.

I INFLUENCING- CONTACTS

High I: Tends to approach strangers in an outgoing, gregarious, socially aggressive manner. Is often impulsive, emotional and reactive.

General Highlights

Enthusiastic
Trusting
Popular
Persuasive
Impulsive
Emotional
Optimistic
Talkative

Value to Organization

Creative problem solver
Motivates Others
Positive sense of humor
Negotiates conflicts
Articulate.

For Effective Communication

Don't drive on to facts, figures and alternatives.
Provide favorable, friendly environment.
Provide chance for High I to verbalize about ideas, people and their intuition.
You provide ideas for transferring talk to action.
Provide testimonials of experts on ideas.
Provide time for stimulating, fun activities, and socializing.
Provide details in writing but don't dwell on them.
Provide democratic relationship, don't over control, muffle, or legislate.
Provide incentive for taking on tasks.

Possible Limitations

More concerned with popularity than tangible results.
Inattentive to detail
Overuses hand movements and facial expressions
Situational listener

Remember a High I may want:

Social recognition, popularity, people to talk to, freedom of speech, freedom from control and detail, favorable working conditions, recognition of abilities, to help others, chance to motivate people.

Walking Style

Walks moderately slow; usually talking to someone else or self; may appear to weave; walks into things a lot because doesn't pay attention to surroundings.

Standing Style

Stands with feet apart and swaying to the music they hear in their head. Either talk with their hands or have both hands in their pockets.

Sitting Styles

Sits with legs crossed and one leg bouncing up and down. Talks with hands.

Low I:
Tends to approach strangers in a more congenial, controlled, sincere and reserved manner. Places a premium on control of emotions, sincerity and logical approaches.

S

STEADINESS-CONSISTENCY

High S: *Tends to prefer a controlled, deliberate, predictable environment. Places a high value on disciplined behavior.*

General Highlights

Possessive
Steady
Predictable
Understanding
Friendly
Good listener
Team player
Sincere

Value To Organization

Dependable and loyal team worker
Works for a leader and a cause
Good listener
Patient and empathetic
Conflict resolver

For Effective Communication

Start with a personal comment and personal show of interest. Don't rush into business.
Patiently draw out goals.
Don't be domineering or threaten with position power.
Don't be vague or offer unsubstantiated information.
Ask "how" questions to get their opinions.
Present ideas or departures from status quo in non-threatening manner—give chance to adjust.
Clearly define roles/goals and their place in the plan.
Provide personal assurances of support.
Emphasize how their actions will minimize their risk.

Possible Limitations

Strives to maintain status quo
Slow to accept change
Holds a grudge
Finds it difficult to establish priorities
Receives criticism as a personal affront

Remember a High S may want:

Status quo, security of situation, time to adjust, appreciation, identification with group, work pattern, limited territory, areas of specialization.

Walking Style

Walks slow; arms not swinging; allows plenty of time and space to walk around people or things. Will drop head and eyes when approaching another person.

Standing Style

Stands very much like "D" but weight is on back foot and hand on hip.

Sitting Styles

Favorite position is legs hooked around chair legs crossed at ankles and stretched out or crossed and underneath body. Hands in lap.

Low S:

Tends to prefer a more flexible, dynamic, unstructured environment. The "Don't fence me in" type. Places a high value on freedom of expression

C

COMPLIANCE-CONSTRAINTS

High C: *Tends to prefer things done the "right way," by the book or established and accepted standards.*

General Highlights

Accurate
Conscientious
Fact Finder
Precise
High Standards
Systematic
Analytical
Sensitive

Value to Organization

Objective - "The anchor of reality"
Conscientious and steady
Comprehensive worker
Gathers, defines, classifies and tests information
Sets and maintains standards

For Effective Communication

Approach in a straightforward manner, provide straight pros and cons of ideas.
Stick to business.
Don't be disorganized or messy—prepare.
Don't rush the decision-making process.
Support ideas with accurate data and tangible practical evidence.
Provide exact job description with precise explanation of how it fits big picture.
Provide step-by-step approach to a goal.
If agreeing be specific.
If disagreeing, disagree with facts not person.

Possible Limitations

Hesitates to act without precedent
Bound by procedures and methods
Becomes bogged down in detail
Yields position to avoid controversy
Reluctant to verbalize feelings.

Remember a High C may want:

Security, no sudden changes, personal responsibility, exact job descriptions, controlled work environment, status quo, reassurance, to be part of a group.

Walking Style

Walks very fast; sees whole environment, when faced with potential obstacle uses least amount of energy by stepping out of line for a moment and then back on same path again.

Standing Style

Stands slightly sideways with arms folded in front or one hand on chin.

Sitting Styles

Sits sideways in chair with legs crossed (no movement). May rest calf of leg on the other knee. Arms crossed in front or chin resting on one hand.

Low C:

Tends to operate more independently. "The right way" is my way. Bottom-line oriented.

SOME TYPICAL QUESTIONS ASKED BY THE VARIOUS STYLES

D - Style Questions

1. What is the cost?
2. Is it the biggest and best model available?
3. Can I change it?
4. Is it new?
5. When can I get it?
6. Will it be the first one of its kind in my area?
7. What is the horsepower?
8. What is the capacity?
9. What is the warranty?
10. Why is it built this way? I could do it better by doing this.
11. Are you sure you know what you're talking about?
12. Have you ever managed anything before?
13. What kind of company do you represent?
14. I want it now or else I don't want it at all.

S - Style Questions

1. I always work with another supplier. What's your price this year?
2. I always buy from another supplier. I get good service, so why should I buy from you?
3. I always buy what you recommend. What's the price?
4. I don't care what's new this year. I want my old standby. What will it cost?
5. If I buy from you, can you get the product to me in the next 6 months?
6. I don't care if prices go down later in the week, I want to buy today. What's the price?
7. It's really no problem, but why did this product cost more today?
8. Can I still get your original product?
9. How come you changed the product? I was getting used to this one.
10. This is a time-honored and proven product/service/ company isn't it?
11. Will my family be safe around this equipment?
12. Are you the main provider of this service?
13. Can I think about it and get back to you later?
14. There's no rush, is there?
15. Why don't you call me in about a week? I'd like to check with the competition.
16. What are most of the other people doing?

I - Style Questions

1. What will my neighbors think?
2. Have you had coffee yet? Let's have some and discuss this.
3. I like your product, but I don't understand exactly all the details. Can you explain it more thoroughly?
4. I've always worked with you and would like to this year, but can we improve service this year?
5. I would like to buy from you, and you would like to sell them to me, but who is going to pay for the delivery?
6. Would you mind if I told my neighbor about your product?
7. Would purchasing this product qualify me for a free trip?
8. When you advertise this product, could you use my home for the showplace in the ad?
9. If I use your product, following your recommendations, will I win your contest?
10. I'm excited about your contest, just sign me up. Now how about coffee?
11. Your product is on sale? Who's going to win the game?

C - Style Questions

1. Is it a time proven product/service/company?
2. Has anyone ever tried this product before?
3. What else can you tell me about this?
4. I don't have to decide now, do I?
5. I'm not sure I understood that, can you explain more about it?
6. What happens if it doesn't work?
7. Are you sure it lives up to all your claims?
8. What is the warranty?
9. What is everybody else using?
10. Is this the best on the market?
11. Is it a high quality product?
12. Can you match the format of my other projects?
13. Your output has to be of the same quality as your predecessor's. Can you do that?
14. Who makes your product? Have they done this type of work for very long?
15. How much does an extended warranty and guaranteed maintenance cost?
16. This isn't a new method, is it?
17. Will you be able to follow my exact specifications?
18. Who are you?
19. What background do you have?
20. Can I please have a technical sheet on this?
21. Do I know your relatives?



HOW TO COMMUNICATE WITH THE VARIOUS STYLES

Type D Person

You are strong-minded and confident. You like to deal with new and innovative items, and you become bored with details.

To communicate with an S you should: Slow down, present assurances, give more details, be friendlier, give them a chance to digest facts, don't over stress new and innovative items.

To communicate with another D you should: Be yourself. One D communicates with another D pretty well.

To communicate with a C: Present plenty of proof and facts, make sure all questions are answered, take it slower than usual, don't be pushy or go too fast.

To communicate with an I: Be a little more friendly than usual, and not quite as businesslike. You should get along fairly easily with an I.

Type S Person

You are steady and dependable, but easily discouraged. You often lack confidence in your management abilities when placed in new and difficult positions.

To communicate with a D: Try to insert more confidence into your presentations. An S can be easily intimidated and "scared off" by the strong willed and challenging D. Be prepared for this, and come on just as strongly with the standards he/she wants.

To communicate with an I: You may not like the I's over-friendly, time-wasting attitude, but you should get along fairly well.

To communicate with another S: Again, you should get along fairly well. But, remember that like you, the S will require lots of assurances. So try to come on as strong and confident as possible.

To communicate with a C: You should get along well with a C, as long as you can confidently answer all questions, and firmly present necessary facts and figures. Don't be intimidated by the C's challenges and skepticism.

Type I Person

You are friendly and happy-go-lucky. You lack attention to details, and become bored easily. Very social and people-oriented.

To communicate with a D: Don't tell jokes, make small talk or throw your arms around him/her. Stay very businesslike and don't waste time.

To communicate with another I: You'll have no difficulty selling another I. Just remember to ask for the order!

To communicate with an S: Don't become overly friendly until you've earned her/his trust. Stick to facts and figures. An S will enjoy some socializing and small talk, but still needs lots of basic product knowledge to buy.

To communicate with a C: This could be your most difficult customer. C's are not impressed by storytelling, time-wasting, or socializing. Give them facts, figures, and proof and try hard to act like another C.

Type C Person

You are a very well organized "facts and figures" oriented person who prefers selling established, time-proven products.

To communicate with a D: Be careful! Don't overwhelm a D with all those facts and figures. Just hit the high points and try to muster enough courage to promote those innovative projects/products of yours.

To communicate with an I: Again, resist the urge to lay all those facts on an I. Just hit the high points and try to be as friendly as possible. Try some innovative products on an I.

To communicate with an S: You should get along fairly well with an S. Just don't talk too fast, let an S take time to digest the facts you present. Talk about family a little, and don't be too pushy.

To communicate with another C: This should be your easiest style to communicate with. You two should see eye-to-eye right from the start.



PURCHASING & INVESTMENT STYLE CHARACTERISTICS

D Style

Typical Characteristics:

- Highly interested in new products and innovations.
- Usually possesses a fairly high ego factor.
- Does not like to waste time.

Type of Presentation Required:

- Don't waste the D's time. She/he will not want all of the facts and figures. Just hit the high points. Get to the bottom line.
- You (and your service) must appear credible.
- Can be difficult to switch a D from present, trusted suppliers. Once switched, will remain highly loyal as long as you provide service.
- Will not want to see many testimonials, research, data, etc. May delegate this research to subordinates.
- Will be impressed with your efficient, no-nonsense, professional manner.
- Will be interested in new projects.
- Be concise and businesslike. Don't waste time with idle talk. Quickly get to the point, solve the problems fast, and you'll win the D over!

S Style

Typical Characteristics:

- May be a somewhat shy individual, but wants to be your friend.
- Not as suspicious as the C, but still very slow to make changes.
- Usually a hard worker who puts priorities on things other than appearances.
- Needs to be able to trust business associates of any kind.
- Not an inventor, but likes proven traditional concepts.
- Family oriented.

Type of Presentation Required:

- Take it slow and easy; if you go too fast, you'll lose his/her interest.
- Provide plenty of proof and statistics.
- Earn their trust and friendship, briefly chat about family and hobbies.
- May require additional visits for reassurances before being won over.
- Emphasize your proven services/projects.
- Earn their trust. Use facts and figures. Take it slow and easy. Make repeat visits. Be sure all questions are answered.

I Style

Typical Characteristics

- A friendly, people-oriented person who would usually rather talk and socialize than do detail work.
- Will be glad to see you arrive and will readily trade jokes and stories.
- Will not want to discuss business too much, will prefer telling stories and talking about other things to "feel you out" as a person.
- Likes to try out new and innovative ideas.

Type of Presentation Required:

- Spare the details. The type I will not want to hear them.
- Will easily buy from you with only a minimum of presentation. But beware- the competition can just as easily steal them away from you. Give plenty of follow-up service.
- The type I will be interested in new and innovative ideas and technology. They'll try almost anything under the right circumstances.
- They'll want to talk a lot, socialize, etc. Buy them lunch or a cup of coffee and you'll have them sold.
- Eliminate unnecessary details. Just hit the high points. Show new products. Socialize. Provide plenty of follow-up.

C Style

Typical Characteristics:

- May be suspicious of you and your products.
- Does not readily make changes to new suppliers.
- Usually not too talkative.
- Is not an innovator. Will not readily try out new and innovative technology.

Type of Presentation Required:

- Needs lots of proof, background information and proven results before making a purchase.
- Needs to take time, absorb details, and digest facts before going to the next step.
- Highly suspicious of new and improved products. Use testimonials or plenty of research information to back up your presentation.
- Testimonials from others are usually effective, but make sure they're from other C-types.
- Don't rush. Don't waste time with small talk. Get right to the point with plenty of facts and figures. Be sure all questions are answered.

Statements That Motivate High D

No doubt you'll want to try it out. You're the type of person who will make it work.

While it is difficult to accept just anything, you'll be able to see both the advantages and disadvantages of this.

Other people can carry on with the program once you have explained it. You're the person who will get the credit. (After all, you are the one making the decision.)

This is totally new--really there is nothing that will compare to this idea.

The nice thing about this plan is that you don't necessarily have to do it all yourself.

In a few minutes you can see the way it will serve your needs.

This program sells itself. In just a few words I can demonstrate the practical advantages.

This will provide an opportunity to get credit for what you do. It is something you can call your own.

Driving Forces For Influencing a High D

Prepare your presentation for efficiency. Omit details.

Flatter his/her ego. Concentrate on the immediate sale.

Start with business- a high D will let you know if she/he wants to chat.

Ask questions so they can tell you about their operation. (Passive-aggressive)

Stress opportunities for prestige, challenge and efficiency.

Give direct answers.

Emphasize results and bottom line.

Summarize and close.

Be efficient.

Ask for his/her advice.

Hindering Factors

Not directly and effectively answering objections.

Being indecisive.

Explaining too many details. Let him/her decide just how much detail is necessary.

Don't give opinions. Give options.

Statements That Motivate High I

Looking at the comparisons I have made will help you to decide. You are the one who will decide which is the better of the two approaches.

You will want to delegate some of these tasks to others since your time is valuable. (In fact, that's the purpose of the program.)

Many people recognize the need. You would be the first person to realize that but one individual has to lead the way, and I am sure that they can rely on your judgment.

By combining this idea with what you are already doing, you will have a combination for future profits and you will be building on your present success.

You'll want to try something that affords you an opportunity to expand your present operation.

This is an overall summary which will be helpful for you to see the feasibility of the program.

This is the kind of program which will utilize your skills in working with an innovative idea.

Driving Forces For Influencing a High I

Provide recognition of previous accomplishments.

Let them talk for a while.

Use their own words to direct the conversation back to business.

Use testimonials and drop names.

Provide a friendly environment.

Don't dwell on details.

Support their dreams.

Summarize major selling points.

Don't get them lost in unnecessary facts and figures.

Enthusiasm.

Hindering Factors

Letting them talk so much that your point is lost.

Statements That Motivate High S

I feel you are open to a number of possibilities and I want to recommend this plan of action.

There is so much potential success here in what you can do. It is important to keep abreast of what others are doing.

Make some calls to others who have anticipated a similar change. I have a comprehensive list that will assist you in this activity.

While you will not change just for the sake of changing, you can readily see how this will add to your already effective system.

I'll come in to have you view the way in which I work with the plan. That will provide you with an opportunity to get some additional clarification.

By accepting this system you are really buying insurance for yourself and your family. There is a great deal of security involved.

A number of individuals and organizations have already found the system to be very reliable. Here is a list of those groups.

The factual information and the conclusions arrived at will be of real interest to you. Check it over to see how it works.

Driving Forces For a High S

Be sincere by using a quiet manner and simple explanations. Clarify all details.

Involve family in decisions if they will receive benefits.

S will make emotional decisions if the family is involved.

Give time for the S to think- make planned change.

Give assurances that their decision will be right.

Stress security.

Give full explanations.

Detailed information and examples.

Flatter their work ethic.

Give assurances that others are using this successfully.

Show how your program will do the complete job, so they don't have to maintain anything later.

Complete plan.

Hindering Factors

Going too fast.

Omitting details.

Getting too friendly on first impression.

Statements That Motivate High C

A program such as this should have standards which permit a careful evaluation of the quality. It will stand up to your high standards of operation.

With something this important, let's set up several sessions where we can clarify all the possible alternatives.

There's always the excitement of putting something like this to work. You are going to be around here a long time, but I'll be surprised if this system is not here when you're retired and enjoying your fishing.

Other people are doing it and it works for them. You will probably end up doing it better than they are doing it.

You are in an ideal position to examine the facts, interpret them, and draw the conclusions.

I'm sure you'll take a very close look at the findings. Remember we are discussing a planned change. You will be able to work with it over a period of time to see how the system works.

Take the information here, interpret it and draw your own conclusions.

There has been a great amount of input into this idea which ensures a quality program.

Driving Forces For Influencing a High C

Set an environment so they will like and trust you.

Provide a sincere, personal approach.

Present ideas in a non-threatening manner.

Emphasize how their actions will minimize risk.

Be patient.

Ask "how" questions to get their opinions.

Don't hard sell the first time.

Give complete proposal- explain details.

Agree on minor points, and build on consensus. Be conservative in assertions.

Emphasize losses caused by delay.

Flatter their power of decision.

Stress security if they buy now- or loss of security if they wait.

Sales presentation must be consistent with sales material.

Full explanations.

Hindering Factors

Getting personal about family if you do not really know him or her.

Patting on back when you first meet.

Improper use of (technical) terminology.

Loud voices that sound more like a carnival barker.

Answering objections with shallow answers.

WHAT ARE THE DISC STYLES SUITED TO DO?

Each style does certain things very well and likes certain things about a job.

Hi D's are best suited for jobs that require or emphasize the following:

- Fast Decisions
- Short Deadlines
- Confronting Conflict
- Focus on Results
- Winning Against the Competition
- Risk
- Being Demanding
- High Energy Level
- Telling People What to Do
- Variety
- Challenge
- Responsibility
- Freedom and Independence
- Power and Authority

Jobs that the Hi-D's tend not to be as well suited for require or emphasize the following:

- Taking Orders
- Repetitive Work
- Being a Patient Listener
- Focusing on Details
- Consulting with Others
- Developing Relationships
- Being Sensitive to the Needs of Others
- Not Being Respected
- Boredom
- Summarizing Major Selling Points
- Unprioritized Information
- Unfounded Enthusiasm

High-Is are best suited for jobs that require or emphasize the following:

- Creating a Social (Fun) Environment
- Acting Quickly
- Motivating Others
- Influencing Others
- Praise
- Recognition
- Prestige
- Expressing Ideas and Opinions
- Acceptance
- Upbeat Environment
- Being Liked
- Working with People
- Resolving Conflicts
- Creating Enthusiasm in Others

Jobs that the Hi-I's tend not to be as well suited for require or emphasize the following:

- Concentrating Under Heavy Pressure
- Staying Within Strict Budgets
- Working Alone
- Relying on Facts Rather Than Impressions
- Disciplining Others
- Staying on Track
- Backing Up Their Talk
- Seeing Early Warning Signals
- Analyzing Things Well
- Not Overestimating Results
- Personal Rejection
- Social Disapproval
- Negativism
- Overly Structured Work Environment

WHAT ARE THE DISC STYLES SUITED TO DO? – PAGE 2

High S's are best suited for jobs that require or emphasize the following:

- Listening Well
- Being Pragmatic
- Stabilizing Things
- Being Cooperative
- Establishing Relationships
- Teamwork
- Patience
- Even Temper
- Staying With Proven Ways
- Steadiness
- Getting Things Organized
- Loyalty
- Not Easily Bored
- Dependability
- Working Alone
- Security
- Being Appreciated
- Sincerity
- Predictability

Jobs that the High S' tend not to be as well suited for require or emphasize the following:

- Handling Insecurity
- Dealing With Unpredictability
- Taking the Initiative
- Being Aggressive
- Being a Risk Taker
- Being Tough on Others
- Having a High Sense of Urgency
- Creating Change
- Sharing a Lot of Information
- Meeting Deadlines
- Responding Positively to Pressure
- Openly Confronting Conflict
- Dealing With a Lot of Change
- Confusion
- Being Pushed

High C's are best suited for jobs that require or emphasize the following:

- Having Their Territory Threatened
- Complying With Rules
- Planning Thoroughly
- Thinking Logically
- Moving With Caution
- Giving Attention to Details
- Ensuring Quality
- Dealing In Facts and Figures
- Consistency and Autonomy
- Security
- Low Risk Situations
- Supportive Environments
- Organization
- Established Systems
- Time to Think
- Sincerity

Jobs that the Hi-C's tend not to be as well suited for require or emphasize the following:

- Taking Chances
- Emphasis on Results More Than Rules
- Working Closely With Others
- Delegating
- Realistic Expectations of Others
- Being Satisfied With Less Than Perfection
- Moving Quickly
- Being Flexible
- Criticism of Their Work
- Unorganized Environment
- Being Asked Personal Questions
- Risk
- Open Fights
- Dealing With People They Can't Trust

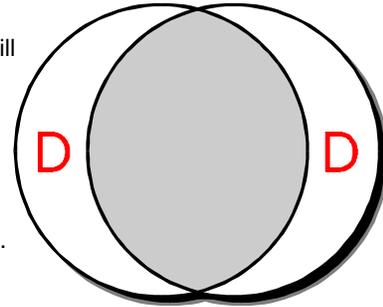
High D Blending

High D – High D

High D communicating with a High D

High D's are competitive, direct and self-reliant. Two High D's will understand each other's drive for action. Both need a challenge and need to direct. Expect the discussion to be lively, as both are unafraid of conflict. If a vision and purpose is clearly painted, the High D's can work together well to get it done. Both are high risk takers and may need to slow down to look at the facts. Because of their tendency to be task-oriented, each will need to heighten their awareness of the other and cognitively take time to listen before acting.

High D is looking for: **RESULTS/EFFICIENCY**

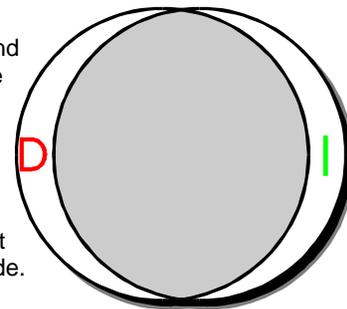


High D – High I

High D communicating with a High I

The High D and the High I both share a sense of urgency, risk-taking and desire to change their environment and the world, for better or worse (depending on their values). Both extroverted, they differ in the way they approach people. The High I will use verbal ability to win others to their argument, whereas the High D will be very direct and to the point. Working well together, the High D will need to add a little fun to the task and slow down just a bit, knowing that interaction and fun is motivating to the High I. The High D must allow the High I to verbalize and also must allow a bit more time for the decisions to be made.

High I is looking for: **THE "EXPERIENCE"**

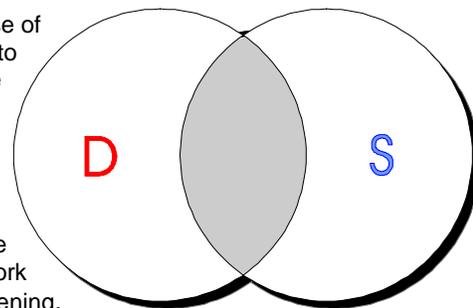


High D – High S

High D communicating with a High S

The High D will have a tendency to overpower the High S because of the High D's sense of urgency and high risk. The D will need to slow down significantly, making sure the S has time to process the information given. The S is a moderately low-risk taker, requiring time to think. Desiring harmony, the S may have a tendency to "go along," even though disagreeing with the D. Unemotional by nature, the High S will not show emotion. Lack of emotional display must not be confused with agreement. The High D must work hard to develop a trust relationship that allows the High S the comfort to verbalize concerns. This means the D will need to work hard at listening.

High S is looking for: **SECURITY**

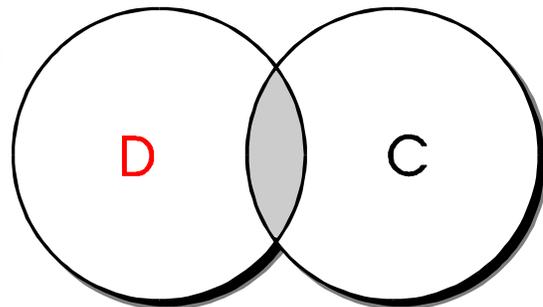


High D – High C

High D communicating with a High C

Fast mover to a slow mover. High risk to low risk. Little need for data compared to a great need for data. Quick decision maker to a slow decision maker. The High D will need to adapt extremely to increase the communication with the High C. The greatest challenge for the D is to slow down and get the facts. The High D needs to give more information than normal, but not talk personally with the High C or be too pushy. Both the High D and the High C share a need to use time wisely and to control their environment.

High C is looking for: **INFORMATION**



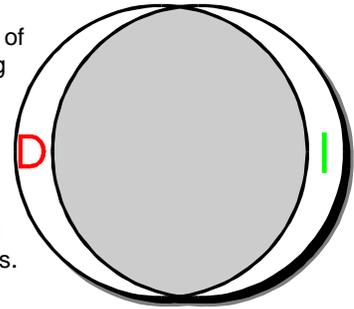
High I Blending

High I – High D

High I communicating with a High D

High I's tend to be very verbal in their efforts to persuade someone to their point of view. A good behavioral match, as both styles are extroverted and see the big picture. The High I will need to be more direct with the High D, and not "beat around the bush" in the discussion. Also, the I will need to allow the D to carry the conversation and work on asking more questions instead of telling the answers. The boldness and directness of the High D may be somewhat intimidating to the High I, causing the I to give ground when ground should not be given. Being aware of the fact that the D likes a battle, the I can maintain his/her position without fear of loss.

High D is looking for: **RESULTS/EFFICIENCY**

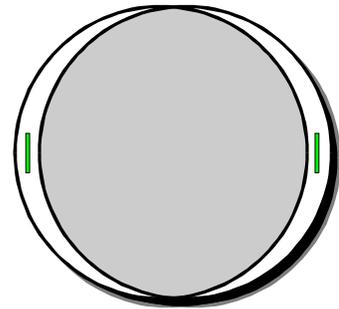


High I – High I

High I communicating with a High I

High I's have creative, high-risk ideas but often need other styles to help keep their "feet on the ground." Two High I's together will have a tremendous amount of fun. Make sure that the task completion and accomplishment is there by setting strict schedules and deadlines. Time management could be a possible problem.

High I is looking for: **THE "EXPERIENCE"**

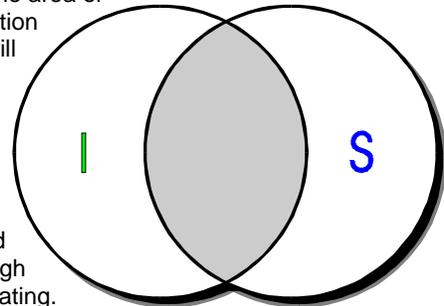


High I – High S

High I communicating with a High S

The High I will definitely enjoy a commonality with the High S in the area of people orientation. Both styles share the need for warmth and interaction on a personal level. The I will need to tone down the approach as it will be viewed by the S as overly enthusiastic or perhaps insincere, pushy or glib. The High I also has a greater sense of urgency and a higher risk factor than that of the High S. The command for the High I is to tone down, slow down and encourage the High S to interact. Again, don't assume that the unemotional nature of the High S is an indication of agreement. You will probably not know what the S is thinking unless you are told. Therefore, the High I must talk less and ask more questions to attempt to build a trust relationship where the High S feels safer in communicating.

High S is looking for: **SECURITY**

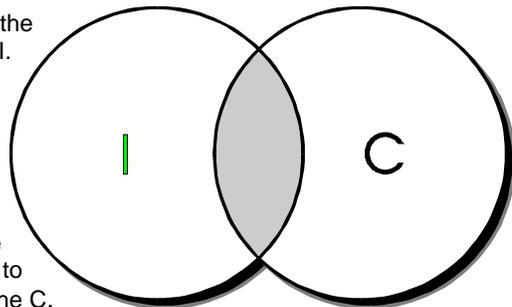


High I – High C

High I communicating with a High C

The High I will have few, if any, behavioral commonalities with the High C. The behavioral match is the toughest of all for the High I. Extrovert to introvert. Feeling style to data-oriented style. High risk to low risk. Indirect style to a direct style. A trusting style to an untrusting style. The C is the challenge for the I. However, if both can capitalize on their behavioral strengths, this can be an incredible team. The High I will have to slow down, keep a tight rein on emotions and provide the necessary data to the High C. Personal talk is not allowed, as the private life of the High C is exactly that—PRIVATE. The I will need to reduce gestures and definitely not touch the C.

High C is looking for: **INFORMATION**



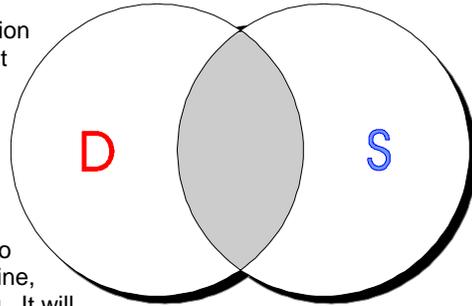
High S Blending

High S – High D

High S communicating with a High D

Slow pace dealing with a faster pace. People orientation compared to task orientation. Slow decision maker to fast decision maker. The High S will need to adapt to communicate effectively with the High D. The basic adaptation will be to pick up the pace, cover only the high points, and be more direct with the High D. The High D will usually like and respect someone who is direct and straightforward. The High S will have to make sure not to be overpowered by the D. The tendency of the High S will be to go along for the sake of harmony and peace. Going along is fine, as long as the High S agrees on the direction the D is going. It will be difficult, but the High S must stand up to the High D. The best approach is to utilize a questioning method, forcing the High D to defend their position.

High D is looking for: RESULTS/EFFICIENCY



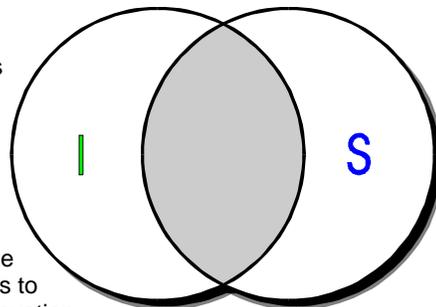
High S – High I

High S communicating with a High I

Both of these styles share a need for warmth and interaction, as well as a need to verbalize. Both styles are also very people oriented and are concerned about the effect of their behavior on others. The High S is relatively low risk, compared to the high-risk nature of the High I. The S will tend to be a much slower decision maker than the I, as well as being more methodical and systematic. The High S should "loosen up" with the High I to allow for more freedom and fun and, at the same time, provide opportunities for the I to verbalize. Find ways to support the ideas of the High I and encourage creativity and innovation.

A good behavioral match, mostly because of their people focus, the S and I should interact well.

High I is looking for: THE "EXPERIENCE"

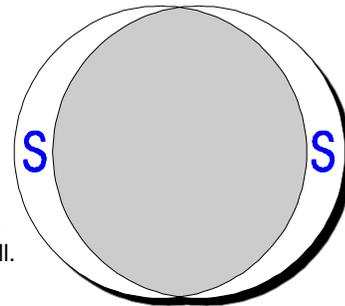


High S – High S

High S communicating with a High S

An excellent behavioral match, two high S's will get along extremely well with one another. Both have a high task and a high people orientation. Both also have a strong need for closure. Their risk factor may be too low, which could cause them not to achieve their entire potential. Decision making could also be low, or too late, but in terms of compatibility a High S – High S match very well.

High S is looking for: SECURITY

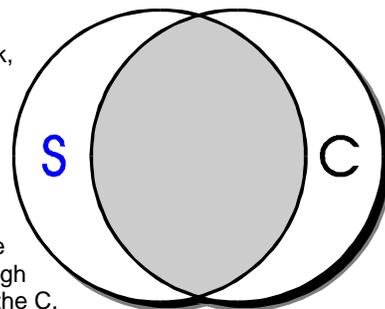


High S – High C

High S communicating with a High C

The High S and the High C both share a need for a low-risk, cooperative environment whether on the job or at home. Both tend to have methods and procedures that they follow. The primary difference between the High S and the High C is that the C is more focused on data and the S is more people oriented. When dealing with change, the High S will need enough information to feel comfortable with the situation, while the High C will need adequate data in order to argue for the idea that the change is for the better. The High S should make sure that enough information of this kind is offered to the C.

High C is looking for: INFORMATION

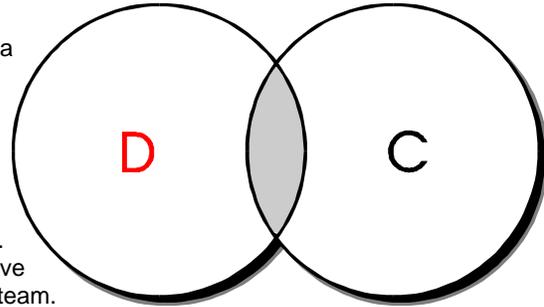


High C Blending

High C – High D

High C communicating with a High D

Both the High C and the High D are task-oriented. The area of potential conflict lies in the arena of speed and risk orientation: the low risk of the High C vs. the high risk of the High D, slow decision making requiring a great deal of data as opposed to fast decision making requiring little data. Both are alike in that they have high expectations of each other, but this may cause the C to be too critical and the D to be too demanding (depending on their values). However, awareness of their behavioral differences can give birth to a fantastic team.

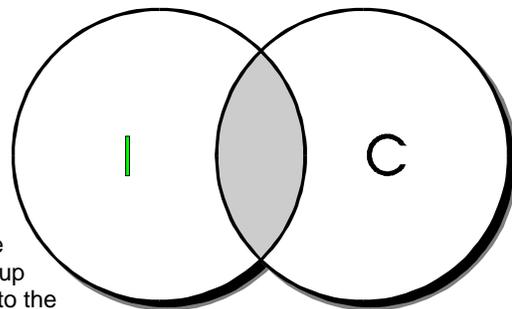


High D is looking for: **RESULTS/EFFICIENCY**

High C – High I

High C communicating with a High I

The High C – High I relationship is, behaviorally, the most difficult. Introverted to extroverted. Pessimistic to optimistic. Slow decision maker to fast decision maker. Low risk to high risk. Point after point seems to cause the High C and High I to clash. The High C will have to really “loosen up” and become more like a High I. By becoming more people focused, more fun and excited, the High C can adapt to create winning communication with the High I. The High C must pick up the pace, using questions as a means to direct the High I to the desired conclusion. Move methodically to the desired goal, allowing the High I to verbalize along the way.

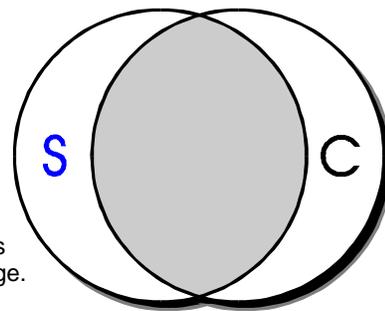


High I is looking for: **THE “EXPERIENCE”**

High C – High S

High C communicating with a High S

The High C and the High S both share a need for a low-risk, cooperative environment whether on the job or at home. They both feel more comfortable with methods and procedures to follow. The High C, focused more on data, will need to adapt to the High S's people orientation. If there is a change in the environment, the High C is content with information that shows the change is for the better. The High C will have to provide the High S with information that makes the High S comfortable with “living” with the change.

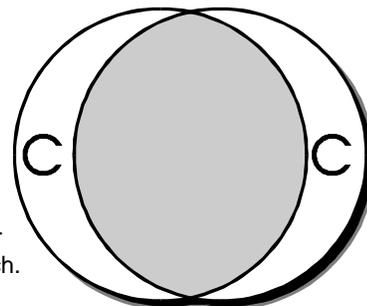


High S is looking for: **SECURITY**

High C – High C

High C communicating with a High C

Two high C's tend to have great relationships at home and on the job because they both share the strong tendency of needing procedure and order. Also, they have a need to gather data and thoroughly examine the facts before making a decision. Both low-risk, slow decision makers, and task oriented, the High C's tend to get along very well. However, one area of frustration could appear due to their perfectionist tendencies. Overall, an excellent behavioral match.



High C is looking for: **INFORMATION**

CONTRACT FOR COMMUNICATING

NAME: _____ DATE: _____

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.



CONTRACT FOR COMMUNICATING

To communicate more effectively with _____, I should not:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I should not:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I should not:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I should not:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I should not:

- 1.
- 2.
- 3.

