



Sample User

Style: Communicator I

International Sales Style Report

Monday, January 6, 2020

Introduction

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

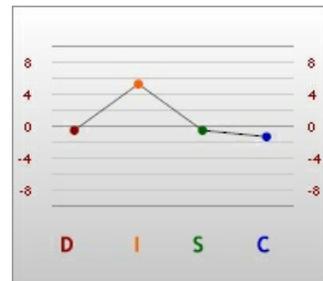
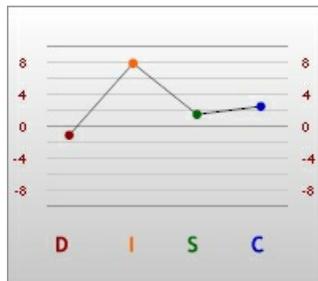
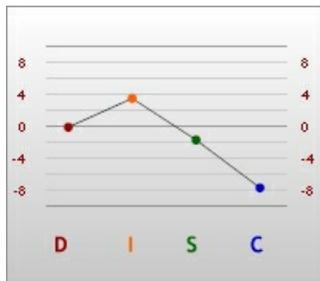


The chart below helps put the four dimensions of behavior into perspective.

	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 "Communicator".

Sample, as a Communicator style, is enthusiastic and optimistic, preferring to accomplish goals through people. Communicators love being around people – they create a party wherever they are by means of an outgoing personality! Sample does not like to work alone, but would rather be with people when working on projects. A Communicator's focus and attention span is not as great as they would like – so they prefer high energy projects that allow rapid movement from one thing to the next without delay. Communicators are articulate in their communication skills; in fact, this is probably one of the strengths for which they are most noted.

Sample has the ability to motivate and encourage with their words and is probably known as an inspirational individual. When pressure is applied to focus strictly on tasks, Communicators may tend to become inaccurate and even somewhat disorganized. They will do what is necessary to complete a task and to look good since they have a strong desire to please. Since communicators have a strong aversion to rejection, they aim for social recognition and fear the loss of that acceptance. They make friends easily and seek favorable environments in which to function. They may need a manager or supervisor to provide clear time frames on projects and they prefer a participative management style that is built around a strong relationship.

Inspiring and stimulating, Communicators use their enthusiasm to generate an environment that is friendly and team oriented. They tend to be one who both feels and displays emotion, and many of their decisions may be driven by emotions. This may cause them to appear inconsistent in their beliefs and decisions. A Communicator has the ability to use their positive people skills to bring unity to groups and between people. Sample is inspiring and tends to look for the collective good instead of the obstacles.

Sample prefers to work through problems by analyzing things that worked in the past. This is someone who is able to lead, if necessary, but usually prefers to wait and see if another person volunteers first. Sample is willing to follow another person's lead if they display adequate ability and if Sample has confidence in their ability.

Relationships play a key role in Sample's life. This is a very trusting individual and Sample enjoys making new friends and developing new relationships. This person often finds them self involved in many things at once and loves social functions. Sample enjoys encouraging others and people see them as a person who frequently inspires others.

Sample takes a flexible approach in dealings with others and is willing to pursue different avenues to maintain good relationships. Sample is not afraid to actively seek new solutions if previous methods do not fit the current situation.

Sample will usually test ideas against proven standards in an effort to be inventive. Sample can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Sample acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

Enthusiastic
Trusting, optimistic
Persuasive, talkative
Impulsive, emotional

General Characteristics

Flattery, praise, popularity, and acceptance
A friendly environment
Freedom from many rules and regulations
Other people available to handle details

Motivated By

Practical procedures
Few conflicts and arguments
Freedom from controls and details
A forum to express ideas

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 Communicator Style ("I" Style)

Communicators sell others with their enthusiasm, optimism, trust and inspiration. They thrive on self expression and human interaction and accomplish their goals by building and maintaining business and personal relationships. Communicators can easily transform sales relationships into social friendships because the time they enjoy spending with others often overflows outside the workplace. Communicators seek to bond with others in a friendly and fun way, therefore their clients usually feel unique and special. Communicators are so successful in sales because they have a knack for making the buyer feel so unique and special; like he/she is the only person in the world.

Communicators are articulate in their communication skills and typically, charismatic and charming in sales and all social settings; often the life of the party. Communicators develop relationships easily (especially with other communicators) and seek open, positive, and encouraging environments in which to function. They desire approval and consensus from their associates and clients. Their openness and optimism leads them to trust and empower others easily. Communicators prefer a participative management style. Since they are high-energy people, Communicators like to keep their sales environment changing and flexible. They are typically comfortable being unprepared in sales presentations and rely on their innate ability to think fast on their feet. Communicators have a knack for using their positive people skills to bring unity to groups and to mediate issues between people. They tend to make decisions based upon their gut instincts and their innate ability to judge character.

Inspiring and flattering, Communicators use their enthusiasm to generate an environment that is friendly, fun and harmonious for the buyer and the sales team. They are generally able to persuade or influence customers simply by using their magnetic personality. Because Communicators are extroverted, they can be aggressive in sales. However, they typically will not run the risk of being forceful or antagonistic since they dislike rejection and desire social acceptance in all their relationships. Under pressure, Communicators can become diplomatic and try hard to keep peace with their genuine desire to please. Communicators have great motivational qualities and look for the collective good instead of obstacles.

Sales Profile

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.

Communicator Selling Strengths

- Natural sales style
- Establishing rapport and making small talk is easy for them
- Ability to think fast on their feet; good extemporaneous speakers
- Very persuasive; uses dynamic words, body language and charisma to influence
- Knack for giving a good sales presentation even when unprepared
- Uses stories, humor and real-life examples to sell
- Will ask why questions to draw out the opinions of the customer
- Positive attitude, genuine interest in people
- Will make the sales process enjoyable

Communicator Selling Challenges

- Tends to allow social time to dominate sales time, especially with another I style
- May overuse gestures or facial expressions in sales instead of being direct
- Has tendency to take rejection personally
- Has very loose concept of time
- May be weak in the follow up after the sale
- Promises more than can actually deliver
- May lack technical knowledge
- Has difficulty juggling many responsibilities, territories or clients, lives in the moment
- Not always the best listener
- Details and paperwork are often overlooked or must be managed by others
- Avoids confrontation at all costs

Communicator Best Sales Attribute

- Opening new relationships and making others feel good about what they are buying

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 Communicator Style

- Provide a friendly informal work environment where he/she can interact with others frequently
- Opportunity to work hard and play hard; provide outlets for fun
- Use public recognition, rewards flattery and praise when they reach or exceed objectives
- Make them a part of a team, they will be motivated by the synergy of other team members, just make sure to give the team objectives, deadlines and incentives for performance
- Give them the opportunity to voice their opinions/ideas and express themselves.
- Allow them to sell new products, new ideas, new customers, and new territories

Best Ways to Manage the Communicator Style

- Communicate openly, open conversations with a personal comment
- A manager who is a participatory manager
- Put project 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
- Don't give the Communicator too many rules, regulations or procedures to follow
- Don't force them to work alone, allow them to be part of a team, they are great team players
- Help them with things like planning, prioritizing, budgeting and timelines

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 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>	<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>

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

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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 Communicator style

Remember, a Communicator may want:

- Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others

Greatest fear:

- Rejection

When communicating with Sample, a Communicator, DO:

- Build a favorable, friendly environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Assist them in developing ways to transfer talk into action
- Allow time for stimulating, sociable activities
- Submit details in writing
- Create incentives for following through on tasks

When communicating with Sample, a Communicator, DO NOT:

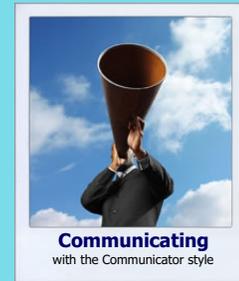
- Eliminate social time
- Do all the talking
- Ignore their ideas or accomplishments
- Tell them what to do

While analyzing information, Sample, a Communicator may:

- Lose concentration
- Miss important facts and details
- Interrupt
- Be creative in problem solving

Motivational Characteristics

- **Motivating Goals:** Social approval, prestige, recognition, to be trusted
- **Evaluates Others by:** Their verbal communication skills
- **Influences Others by:** Verbal persuasion, praise and favors
- **Value to Team:** Optimistic, able to promote projects, confident, accomplishes goals through people, enthusiastic
- **Overuses:** Optimism, flattery, talking
- **Reaction to Pressure:** Expresses feelings; may become careless and disorganized
- **Greatest Fears:** Loss of social approval, conflict
- **Areas for Improvement:** Establish time frames; follow through on projects; control emotions, listen to others



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating

with the Communicator style

Value to the group:

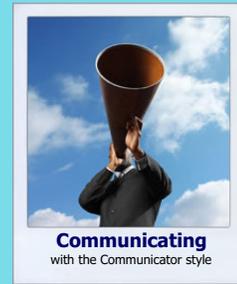
- Creative problem solver
- Great encourager and motivator of others
- Positive sense of humor
- Negotiates conflicts, peace maker

Communicators possess these positive characteristics in groups:

- Instinctive communicators
- Participative managers who influence and inspire
- Motivates the team, enthusiastic
- Spontaneous and agreeable
- Responds well to the unexpected
- Creates an atmosphere of well-being
- Provides direction and leadership
- Expresses ideas well
- Works well with other people, is accepting of others
- Makes good spokespersons
- Will offer opinions
- Persuasive
- Has a positive attitude and good sense of humor
- Accomplishes goals through people
- Strong in brainstorming sessions

Personal growth areas for Communicators:

- Weigh the pros and cons before making a decision, be less impulsive
- Be more results oriented
- Exercise control over your actions, words and emotions
- Focus more on details, facts and following through on tasks
- Remember to slow down your pace for other team members
- Talk less, listen more



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 I plotted above the midline, your style is identified by the keyword "Communicator".

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:

- **MILD** Gentle or kind in disposition; not severe or harsh
- **QUIET** Not easily excited or disturbed; quiet disposition
- **DEPENDENT** Influenced, controlled by others
- **MODEST** Not forward, but shy and reserved

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

- **ENTHUSIASTIC** Inspirational; visionary; intense
- **GREGARIOUS** Fond of the company of others; sociable
- **PERSUASIVE** Having the power to persuade; influencing
- **EMOTIONAL** Easily aroused to emotion; quick to weep or show anger

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:

- **MOBILE** Movable; showing emotional changes in expression
- **OUTGOING** Expansive; sociable; gregarious
- **ALERT** Watchful; vigilant; ready; active; nimble
- **EAGER** Keenly desiring; wanting very much; impatient or anxious

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

- **BOLD** Open, not afraid to share thoughts and feelings
- **DETERMINED** Obstinate, unmoving, persistent



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 an "I" style, which means that you prefer receiving information that stresses the EXPERIENCE. 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 "I" style as you may have the tendency to be more vocal but less focused on results or details as others around you.

The Compatibility of Your Behavioral Style

The "I" and the "D" styles normally get along pretty well in relationships since the "I" is a great encourager to the "D". In work tasks, the "I" may feel the "D" is too demanding and too task oriented at times.

Two "I" styles get along extremely well in personal relationships. They are very social and like to try new experiences. Two "I"s working together may have a tendency to miss deadlines and not complete tasks with attention to detail.

The "I" and the "S" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

The "I" and the "C" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "I" is much more socially motivated and impulsive than the "C".



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 "I" Can Enhance Interaction with Each Style

I with D

I's tend to view D's as argumentative, dictatorial, arrogant, domineering, nervous and hasty. As an I, you are likely to resent the D telling you what to do. It will frustrate you when they don't notice your ideas. Since you are used to being able to talk your way into or out of confrontations, you will likely be surprised when you find out that your charm does not bring a favorable response from the high D.

Relationship Tip: To make this relationship work, you must have direct communication. Deal with issues in a straightforward manner. Work at negotiating commitments and goals on an equal basis. Focus on tasks and issues, not people and personalities. Point out specific accomplishments.

I with I

I's enjoy relationships with other I's ... thoroughly. You will see each other as stimulating, charismatic, outgoing and optimistic; relating well to each other and developing relationships quickly. You will both tend to mix business and pleasure, and strive to impress one another; possibly even competing for recognition.

Relationship Tip: Maximizing relationships between I's is not difficult; it's controlling them that will require effort. Be friendly, complimentary; acknowledge each other's accomplishments. Listen sincerely instead of planning what you want to say next.

I with S

You will see high S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like you want them to. You can be a motivator and encourager to S's.

Relationship Tip: Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S's are very rewarding; they'll stick with you. Above all, don't be pushy.

I with C

I's view C's as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome. The natural interaction between you will strain the relationship and require work. You'll focus on people; they'll see the facts. You'll be optimistic; they'll seem pessimistic. You'll look at the "big picture"; they'll see only details. You'll want to make a decision; they'll frequently want to gather a little more data first.

Relationship Tip: Present your facts clearly, and don't exaggerate details and numbers. Prepare well for a discussion with a C. Expect them to express doubts and need time to evaluate data before making a decision. Remove any potential threats, making their decisions easier. Write notes often.



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:

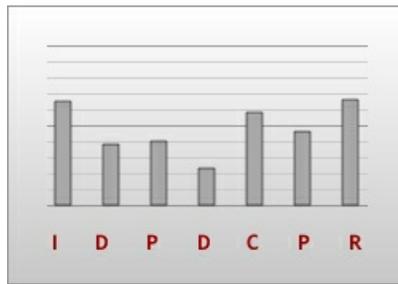
Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict 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?



INFLUENCING - Well Developed

You are the "go to" person when a leader is needed. Others see your strengths and know that you possess wonderful managerial insight. Many people 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 you want the best for all involved.

DIRECTING - Adequate

You understand that directing others and doing what needs to be done to hit deadlines is important. You find ways to make sure this is part of your routine, although you do not consider it your primary strength.

PROCESSING - Adequate

You can visualize the process necessary to make something work, but prefer to hand this off to someone else. You often times help in the work, but normally you prefer to move on to the next project.

DETAILING - Limited Use

You rely more on your "gut feeling" than on the facts. Sometimes, it would help to slow down the process and proceed with more caution. You are likely to use your influence to get others to help in the areas in which prefer not to be involved.

CREATING - Well Developed

You are very unique in that you have the combination of tremendous people skills and orientation to detail. You can articulate well in many different areas. You use your communication skills to make sure that each area of a project will get done in the proper order and manner. High-quality work is a standard you maintain in all you do.

PERSISTING - Good

You are a strong, steady worker who wants to do quality work. Sometimes you may begin to look at other alternatives to completing a project when the going starts getting rough. Remember not to quit nor lose focus on what you have started.

RELATING - Highly Effective

You are a great encourager, but you also are willing to take the hand of a teammate and stand beside that friend. Your optimism and loyalty in personal relationships makes you loved by many. You strive to maintain a friendly and secure environment for yourself and those around you.

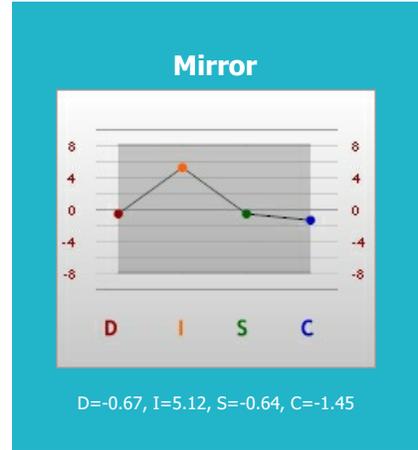
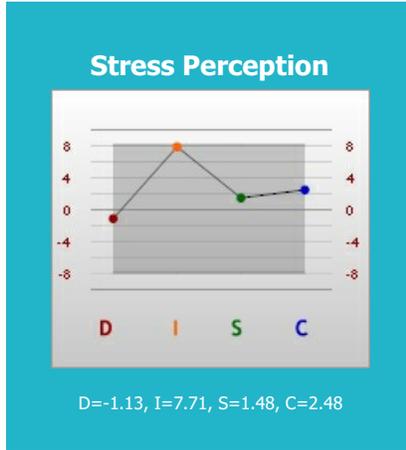
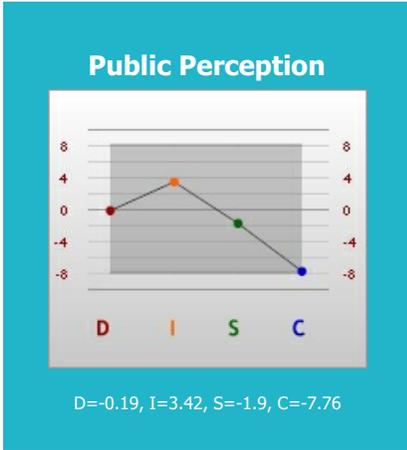
Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message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

- Gilbert Amelio

Scoring Data

graph page

Personality Style Graphs



Graphs Explanation Page

Sample User

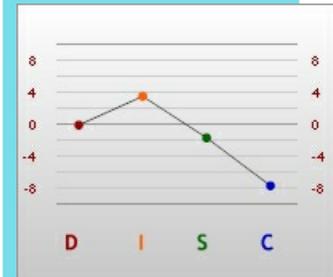
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 - Mask, Public Self

Behavior Expected By Others

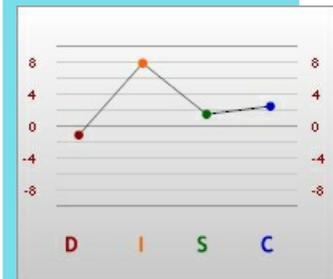
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a 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

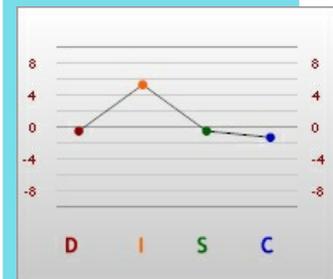
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's 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

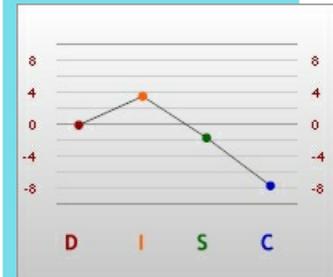
Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, 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

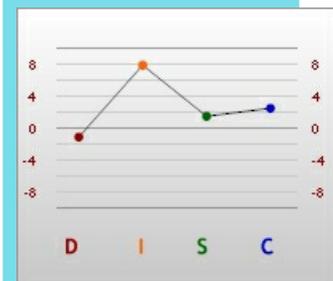
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 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.



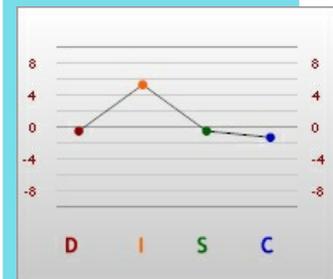
Similar Graphs Indicate Few Demands For Change

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 Communicator I(I) 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.

- | | | | |
|--|---|-----------------------------------|---|
| Volunteers for jobs/shows initiative | <input type="checkbox"/> <input type="checkbox"/> | Would rather talk than work | <input type="checkbox"/> <input type="checkbox"/> |
| Thinks up new activities | <input type="checkbox"/> <input type="checkbox"/> | Often forgets obligations | <input type="checkbox"/> <input type="checkbox"/> |
| Presents well/polished | <input type="checkbox"/> <input type="checkbox"/> | Frequently lacks follow through | <input type="checkbox"/> <input type="checkbox"/> |
| Creative and colorful | <input type="checkbox"/> <input type="checkbox"/> | Confidence fades fast | <input type="checkbox"/> <input type="checkbox"/> |
| Has energy and enthusiasm | <input type="checkbox"/> <input type="checkbox"/> | Can be disruptive/ disorderly | <input type="checkbox"/> <input type="checkbox"/> |
| Outgoing and personable | <input type="checkbox"/> <input type="checkbox"/> | Priorities often get out of order | <input type="checkbox"/> <input type="checkbox"/> |
| Starts projects well | <input type="checkbox"/> <input type="checkbox"/> | Overly dependant upon feelings | <input type="checkbox"/> <input type="checkbox"/> |
| Inspirational and motivational to others | <input type="checkbox"/> <input type="checkbox"/> | Easily distracted | <input type="checkbox"/> <input type="checkbox"/> |
| | | Accomplishes tasks through people | <input type="checkbox"/> <input type="checkbox"/> |
| Procrastinates or avoids detail work | <input type="checkbox"/> <input type="checkbox"/> | Optimistic and confident | <input type="checkbox"/> <input type="checkbox"/> |
| Impatient and/or always changing | <input type="checkbox"/> <input type="checkbox"/> | | |



Action Plan
Improving Your Interpersonal Skills

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