



Dominance/Doer

- Fast-paced speech
- Strong personality
- Impatient
- Direct
- Tries to control the situation
- Buys new and unique products and makes decisions quickly
- Loves change
- Drives fast and is always in a hurry
- Office – Status conscious, big desk, designed for efficiency
- Dresses formally to convey status
- Has many goals, usually high risk and not written down
- Reads executive book summaries and listens to audio books
- Posture – Forward leaning, hand in pocket
- Walk – Fast and always going somewhere

How to improve communication:

- Minimize features – maximize benefits
- Help them with details
- LISTEN
- Ask specific questions
- Keep the pace fast enough so they don't become bored
- Give them the “bottom line”
- Stress fast and efficient, new and innovative
- Give direct answers

How to create tension:

- Over controlling the situation
- Telling them what to do
- Talking about things that are not relevant to the issue
- Appearing disorganized
- Overuse of gestures and emotion
- Not reacting quickly

Influence/Talker

- Friendly and talkative
- Impulsive
- Uses many hand gestures while speaking
- Shows much emotion
- Imprecise about use of time
- Buys trendy or showy products impulsively
- May not notice change
- Drives visually, looking around, with radio on
- Office is decorated with memorabilia of experiences
- Dress is contemporary and stylish
- Not good at goal setting – good intentions but no planning
- Reads fiction or self-improvement books or cookbooks
- Posture – Feet apart, both hands in pockets
- Walk – Meandering, easily distracted to other destinations

How to improve communication:

- Be friendly, not dominating
- Ask for their ideas and opinions
- Use testimonials
- Tell how others will benefit
- Control your impatience
- Use emotion
- Don't dwell on details
- Provide chance for them to verbalize
- Use gestures and body language

How to create tension:

- Over controlling
- Displaying your impatience
- Talking about yourself
- Not sharing information freely
- Not displaying a sense of urgency
- Not reacting quickly
- Too much attention to details



Steadiness/Pacer

- Patient
- Easy-going
- Unemotional voice
- Reserved
- Deliberate – methodical
- Buys traditional products and is a slow decision maker
- Does not like change
- Drives at a relaxed pace, no hurry
- Office – Family snapshots, homey atmosphere, team photos
- Dresses casual in comfortable, old favorites
- Sets short-term, low risk goals
- Reads fiction and fiction stories about people
- Posture – Leans back with hands in pockets
- Walk – At a steady, easy pace

How to improve communication:

- Listen patiently
- Take time to explain
- Develop more empathy and patience
- Exhibit friendly attitudes
- Slow down
- Control body language
- Speak with sincere tone of voice
- Give direct answers
- Present in logical order

How to create tension:

- Overselling or stressing new concepts or ideas
- Dominating with active body language
- Talking too much and not listening
- Not demonstrating personal attention
- Strong adherence to company rules
- Appearing to be cool and distant

Compliance/Controller

- Speaks slowly
- Asks many questions about facts and data
- Deliberates
- Uses few gestures
- Skeptical
- Suspicious
- Buys proven products and is a very slow decision maker
- Concerned about the effects of change
- Drives carefully, following rules
- Office – Graphs, charts, functional information
- Dresses meticulously
- Good at setting goals in many areas
- Reads nonfiction and technical manuals
- Posture – Arms folded, one hand on chin
- Walks in a straight line

How to improve communication:

- Be diplomatic and courteous
- Avoid criticism of their work
- Give assurances of correct answers
- Don't ask too many personal questions
- Avoid sudden, abrupt changes
- Slow down and LISTEN
- Explain details
- Answer questions precisely
- Minimize risks
- Be conservative in assertions
- Be sincere – lower your tone of voice

How to create tension:

- Being too blunt and direct
- Forcing them to take risks
- Inability to prove what you say
- Overconvincing
- Slow response time to their needs