

Learning Guide

Behavioral Styles Training Course



Platinum Edge Sales Training™

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(*When using online video lessons please note that video chapters 1-7 follow the lessons in the learning guide. Video chapters 8, 9, 21, and 31 are summaries and are not included in this learning guide. The corresponding video chapters are indicated beside the lessons in this guide starting with Lesson 8.)

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Lesson 1

Introduction

This is your opportunity to make every interaction you have with every person you meet be comfortable, relaxed, more productive, and more pleasurable. Will you take it? If you said no, I would ask, "Why not?" If you said yes and you use the information in this learning guide, you will become an expert in understanding people. You will learn the most respectable, polite and caring way to interact with another person.

Every aspect of your life involves getting along with other people. The skills you learn through the Behavioral Styles Course will improve all areas of your life, including work, and relationships.

Take a good look at any group of people. What do you see? If you notice differences, that is a good start.

Understanding these differences and being able to adjust to others is the key to getting along with others in many aspects of your life. If you take a closer look and see that there are similarities in people, that is even better. We can use these similarities and differences to understand how a person views their own world. When we have an understanding of how a person wants to be treated, that is the first step in how we can help a person feel comfortable and begin to feel trust.



When we first meet people and see how they act, we tend to put labels on them. The labels we attach to people are not often flattering and often not accurate. Nevertheless, we all do this when we first meet someone. What is hard for us to accept is that not only are we judging other people, but they are judging us at the same time. Within the first couple minutes of meeting someone we all develop our own mental concept of how we think that person is going to be.

Did you ever have someone get the wrong first impression of you? Have you ever thought, "What did I do to get someone to think of me that way?" How did you feel when they got that wrong impression?

People want to be accepted for the way they are. Isn't that what everyone wants? All human beings have a basic need to be accepted without being labeled or judged. Once a person feels accepted they can relax and feel trust. If you can understand what each person wants and treat them the way they want to be treated you will be able to gain the cooperation you need in any circumstance. To accomplish this, you must learn the skills that are called Behavioral Styles.

Behavioral Styles identifies the four dimensions of behavior. It is measured by an online instrument called the DiSC®** published by Inscape Publishing, now owned by Wiley Publishing. An integral part of this training program is for you to take your own DiSC® Behavioral Styles Assessment. It was provided to you through this course. You should have received your own 23 page Behavioral Styles Assessment Report. If you haven't, please contact us at www.PlatinumEdgeSalesTraining.com.



What is Behavioral Styles? Let's clear up what it isn't. It is not personality.

Personality is what we are. Personality involves more than just behavior. It is much more complex than behavioral style. Personality involves temperament, which are genetic traits that determine how a person approaches and views their world.

Personality also involves the environment a person has experienced and its effects on a person. Finally, personality involves all the emotional, mental, and behavioral patterns that are learned that predisposes how a person thinks, feels, and behaves. **Behavioral style is strictly what we do.**

An important person to credit for the study of behavior was Dr. William Marsten who was actually a lawyer and psychologist. He was one of the first to study the behavior of "normal" people in 1924. Up until that time, behavior was only studied as it applied to mental illnesses. Dr. Marsten is considered the man behind the whole study of the way normal people behave. This led to the development of the DiSC®.

* DiSC® personal profile system is a registered trademark of Inscape Publishing.

The DiSC® is not new. It has been used by 50 million people in over 40 countries. This proves that specific cultures do not affect the way people behave. All normal human behavior can be divided into four distinct styles or groups with no exception. We possess all four styles, but we will all exhibit one primary style of the four and usually a secondary style. The other two styles are much weaker. These styles of behavior do not change for a person. Once they are established, they are carried for life.

We use the first letter of each style to create the logo of the DiSC®:

- **D** stands for the Dominant style
- **i** stands for the Influencing style
- **S** stands for the Steady style
- **C** stands for Compliant or conscientious style



When you know the DiSC® system:

- You can predict exactly the way a person wants to be treated. You will know what never to do to them.
- You will know what pace they prefer.
- You will know the type and depth of information they need to make a decision.

Using the DiSC® is the most respectable, polite and caring way to treat people. People respond positively because you are giving them exactly what they want.

Understanding the DiSC® is also valuable to you because understanding your style of behavior will determine how you perceive and deal with your world. It will give you insights and understanding not only of others, but also of yourself.

Lesson 2

Perception

How and what do you perceive? People see things differently, but what we perceive becomes our reality. That is what DiSC® is all about. This chart relates to the four styles. Study this chart and you will see the basic underlying structure of the DiSC®.

Dimension	Environment	Self
Dominant	Unfavorable	More Powerful
Influencing	Favorable	More Powerful
Steady	Favorable	Less Powerful
Compliant/conscientious	Unfavorable	Less Powerful

Notice the column marked environment. Those people who see the universe as favorable (or positive) are more open to work with others to accomplish results. They are more optimistic. Notice the Influencing and Steady styles are favorable. When you are dealing with these two styles they will welcome and consider information that is presented to them.

Those who see their environment as unfavorable (or negative) are slower to trust people and circumstances. They move forward by trying to protect against potential losses as they perceive them. Notice the Dominant and Compliant/conscientious styles view their environment as unfavorable. These two styles have their guards up when you are dealing with them and are wary of you when you are giving information to them.

Take a look at the column marked self. This shows how individuals feel in reference to their personal power to influence the environment. Notice that the Dominant and Influencing styles feel they are more powerful than their environment. These two groups feel they can either force or influence others to get what they want. They are confident. These people are risk takers.

The Steady and the Compliant/conscientious styles feel they are less powerful than their environment. These people feel that the safe approach is the way to go. They are not going to cause any major disruption in the way things are run. They count on either voluntary cooperation or rules to keep safe and get what they want.

To summarize the chart:

- The **Dominant or D style** views their environment as unfavorable and they feel powerful to control it.
- The **Influencing or i style** views their environment as favorable and they feel powerful to control it.
- The **Steady or S style** views their environment as favorable and they feel not powerful to control it.

-
- The **Compliant/conscientious style or C style** views the environment as unfavorable and they feel not powerful to control it.

It is important to correlate these two factors when studying the DiSC® because these underlying factors trigger different reactions from each of the four styles. When you see the characteristics of each style coupled with how they view their world, what these styles do will make sense to you. You will be able to anticipate the reaction you will get from them.

When you have internalized this information, then you must adjust your responses so that they will feel comfortable with you. This is a win-win situation for everyone involved.



This is not deceitful in any way. You are merely treating someone the way they want to be treated. Knowing how to talk to someone the way they want to be talked to is accepting their world in the way they see it. It is caring and respectful. The people that you interact with will feel accepted. They can relax and build trust in you.

Lesson 2: Exercise #1

1. Identify a time when you met someone and you judged them incorrectly.

- A. What led you to form that first impression?

- B. What led you to change that first impression?

2. What would you perceive if you saw:

- A. An elderly man and woman holding hands walking in the mall?

- B. A man with an unshaven face, wrinkled clothes, and dirty shoes?

- C. A car that was spotlessly clean inside and out?

- D. A person with blue scrubs and a stethoscope around their neck?

- E. A person with jeans, T shirt, hard hat , steel toed boots, and a work belt around their waist

- F. Two little girls with similar hair color and facial features that are dressed exactly alike?

3. A person's perception becomes their _____.

Lesson 2: Exercise #2

1. What is the difference between personality and behavior?

2. What is DiSC®?

3. Why is it important to know the DiSC® when interacting with people?

4. If you know the DiSC® system, what four things will you know about people?

A. _____

B. _____

C. _____

D. _____

5. What style does each letter represent?

D _____

I _____

S _____

C _____

6. Which styles view their environment favorably?

A. _____

B. _____

7. Which styles view their environment unfavorably?

A. _____

B. _____

8. What does viewing an environment favorably or unfavorably mean to you when you are interacting with a person?

9. Which styles feel they have power over their environment?

A. _____

B. _____

10. If a person feels they have power over their environment, what does that mean to you when you are interacting with that person?

Lesson 3

The 4 Categories of Behavioral Styles

The **Dominant Style** is result oriented. They are direct, forceful and you will feel their presence. Remember they see their environment as unfavorable, but they feel powerful to control it. They feel they must fight and overcome the situation. High D's try to fight, change, and control everything. The D could also stand for: director and dictator. They use force and persistence to get what they want.

Dominant people make up only 7% of the world's population, but you might feel that they are everywhere. That is because of the direct and forceful impact they have. They say to themselves, "I'll make it work, even if I have to go through someone or something, or destroy someone or something, I will get my way."



They are NOT:

- Diplomatic
- Polite
- Politically correct
- Well liked
- Friendly

They hate rules, details and procedures. They are the only people who can operate favorably in an unfavorable environment. They make good generals, managers, CEOs and those who have to use force such as police officers, etc.

They hate the status quo and are always shaking up the environment. The rest of the population often feels like, "Why don't you just give it a break for once."

The **Influencing Style** wants attention or to be noticed. They see their environment as favorable and they feel they have the power to control it. Instead of fighting to control the situation, they will get people to rally behind them to get the situation solved. These are the people that make the world exciting and interesting. People who are high I's are influential, fun loving, social, energetic, enthusiastic, and confident. These people promote new ideas, have lots of friends and acquaintances and love to meet new people.



Influencing people are NOT:

- Organized
- Quiet
- Good with money
- Inconspicuous

They hate boredom and too much attention to detail. They love to tell jokes and stories and to be the life of the party. They love to entertain and they crave attention. Sometimes others feel they are over the top and they get too personal.

The **Steady Style** wants to be your friend or connect with you. They see their environment as favorable but personally not powerful to control it. They will try to work together with people and accept the status quo. The S could also stand for safe and secure because they are friendly, loyal, caring, harmonious and empathetic.

Steady people are NOT:

- Fashion conscious
- Well organized
- Attention seekers
- Stressed over details



Everything about them is laid back. They will always try to reduce conflict and promote harmony. Steady people are the glue that holds society together. They make the very best friend that one could have. When they make friends, they keep them for life.



The **Compliant/conscientious Style** wants everything to be correct. They view their environment as unfavorable and they feel powerless to control it. This group experiences the most fear of people, and has the hardest time trusting people. They feel that following rules and procedures are the best ways to deal with a situation.

The C person is compliant, careful, and critical; uses quality control and is judgmental. They are the ones that perfect everything and will work diligently to get it right. They are the ones that provide structure and order. They are not always well liked because they are very business-like. Some people feel that they are too critical.

Lesson 4

The Dominant Behavioral Style

How will you recognize a Dominant style person? Remember everything is about RESULTS for them. They relate everything back to results. How do you get results?

You certainly won't see a friendly face or a comforting smile. They will:

- Look and act stern
- Be very serious
- Have erect posture
- Think big
- Talk big
- Act big
- Drive cars of power and distinction
- Have the biggest house on the block
- Have the "new" and "best" things
- Dress for power
- Accept a challenge quickly



They will never stand real close to you and they never lean in towards you. They need space, but will be moving and directing you closely. When we say their posture is erect, it actually is leaning back in an attack position. They are ready for a fight. They will wear dark or deep colors, rarely pastels. They won't be wearing any color that might seem cute. They dress for power.



The Dominant style hates weakness and indecision. Can you understand why? They admire strength above all because strength will give results. If you are indecisive, do you get results? Absolutely not! When dealing with a dominant person you must impress upon them that you know what you are doing. This has to be accomplished through your strength of character which is why you have to rid yourself of limiting opinions about yourself that could prevent you from doing that. This information is covered in the Attitude course offered on our website.

Why would a Dominant person like the newest and the best? The reason is so apparent. This will give them the best results! If they can't afford the best, they often don't buy anything at all. They are the easiest of the four groups to sell to because they don't have time to waste on making decisions. They make their decisions quickly. They will make a lot of buying mistakes, but they just figure, *"So what, I'll make it up."* Their creed is: *"Do something, even if it's wrong! Just do something!"*

You should be able to realize what this quick decision making tendency can lead to in the workplace and in relationships. There will be a lot of problems and a lot of people that could be negatively affected by their impulsiveness. This is not the only challenge with a Dominant person. They will also defend their opinions (beliefs) with their lives. They have too much strength in their opinions.

You should never go head to head with a Dominant person. You will find that even if you win, it will be at a great cost. Remember they view their environment as unfavorable but they feel they have the power to control it. They don't care who or what stands in their way. They are ready to take control.

A better way is to ask them to consider whatever options you have then talk to them with strength and conviction. When you ask them, you are letting them discover the information in a way that will not threaten their dominance. If you tell them, they will not listen to you. You must use logic in explaining the information. They understand and respect logic. They will try to make you feel uncomfortable, but don't let them intimidate you. They will respect your confidence.



Lesson 5

Examples of the Dominant Behavioral Style

Chapter 5 in our lessons shows two different videos of the Dominant or “High D style,” You will see two video examples for each of the four styles after each description of that particular style. The first video you see demonstrates what we call a pure style. The person you see was scripted to demonstrate the pure Dominant traits. The second video demonstrates a natural style. That means it was not scripted. That person was used because they were actually that particular behavioral style.

Holly demonstrates the pure style. What would lead you to speculate that Holly was a Dominant person?

- What kind of clothes did she have on, conservative colors or bright colors?
- What was she doing, reading every page carefully of the report or skimming over the information?
- What was her evaluation of the report? Did she think it went into great detail or wasn't there enough information for her?
- Did she have the time to spend on an 80 page report or not?

She said she liked a challenge, but her friends thought differently of her, but she needed what to “get results?”

- Did she smile a lot?
- How is she going to get something that she can use?

Think about how she is going to converse with the marketing department.

- Do you think that she is going to be soft spoken and friendly?
- Do you think she will compliment what the marketing department has done?
- What label do you think they will give Holly?

Ann demonstrates the natural style. What would indicate that Ann was a Dominant person?

- Did she say she was dependent or independent?
- Who would she depend on to get the job done when time was a critical factor, someone else, or herself?
- Is she goal oriented or pleasure oriented?

Would you want her around if you had a project that needed completed by a certain date?

Lessons 4 and 5: Exercise #1

1. What does a Dominant person want?

2. How does a Dominant person view their environment?

3. How does a Dominant person view their power?

4. How will a Dominant person solve their problem?

5. Identify 10 characteristics of a Dominant person.

A. _____ F. _____

B. _____ G. _____

C. _____ H. _____

D. _____ I. _____

E. _____ J. _____

6. Identify 6 things you will NOT see a Dominant person do.

A. _____

B. _____

C. _____

D. _____

E. _____

F. _____

Lesson 6

The Influencing Behavioral Style

The Influencing Style wants attention or wants to be noticed. You can't help but love these people. Words to describe influencing people are high energy, excitement and enthusiasm. They are the ones that steal the limelight and demand attention.

The world would be very boring without them. They love to tell jokes and stories. They will take control of the situation by being friendly and interesting. For example, if you are at a function where you don't know a lot of people, they will be the first to bring you over to a group of people, introduce you and try to find a common ground for you to relate to the group. They will include a story to help break the ice.



They need excitement and love the unusual. They will create drama or seek it out. They are noisy and love to talk. They move quickly and their actions demonstrate their energy and enthusiasm. They are very animated and you will notice them using their hands as they talk. They literally cannot convey what they want without using their hands to do so.

Influencing people promote new ideas to others whether it is something major like starting a new industry to something as common as choosing where to go to dinner. They make good sales people and good politicians. They love to have people rally behind them. They love to influence people. Their name could not be more appropriate for them.



Their posture is erect and their shoulders are straight. They usually have a big smile on their face. They come into your space without any inhibitions and will lean into you. They also expect you to be friendly back to them.

They wear a wide range of colors and most often the colors they choose are very bright. They are very fashionable, they wear a lot of jewelry and they love to show off. Everything they have or wear will show the latest trend or make a fashion statement. Image is important to them.

They are totally conscious of what their physical projection is saying. Whatever they tie to their image will be impeccable whether that is their car, their home, or their clothes. That is why they might be seen in a luxury car

but live in a shack because no one ever has the chance to see their house. They have to and want to look good!

They are almost always positive in the way they deal with you, or at least they will start out that way. They can become sarcastic if you get on the wrong side of them.

Influencing people are NOT:

- Comfortable with quiet
- Loners
- Good money managers
- Organized
- Detail oriented

They don't care about balancing a checkbook or organizing closets or drawers in their home. They just don't have time for those kinds of organizational duties. But, if you are looking for someone to organize a party or get some friends together for a night out, they will be the ones to call. They are always on their phones texting, emailing, etc. to all their friends and will have the longest list of contacts on their phone. Remember they view their environment as favorable and they feel powerful to control it. They love to have everyone around as they provide the energy and the enthusiasm to take control of the situation.



Lesson 7

Examples of the Influencing Behavioral Style

The two videos in this Chapter 7 show the Influencing or “High i Style.”

Rebecca is the pure style “i.” What would indicate that Rebecca was an Influencing person?

- Before she turned around, what colors was she wearing, dark and conservative or bright and colorful?
- As soon as she turned around did she smile or look serious?
- Did she think that Jack and Betty getting nominated for an award, was positive or negative?
- Why wouldn’t she want to make the decision on who would get the award? Was it important to her that they had fun when they worked on an IT project? Was she glad that they were able to express themselves?
- Did she use her hands when she talked?
- Did she change her facial expressions when she talked about different things? Was she glad about what they would cover in the next meeting or was she more concerned about the meeting being held at a new place by the lake?

Jen is the natural style “i.” What would illustrate that Jen was an Influencing person?

- When she was talking was she smiling or not?
- She said she wants to get things done, but what was important to her?
- Was it important to her to care about other people’s feelings?
- Did it matter to her that her husband criticized her for caring too much?
- Was she task oriented or people oriented?
- Was feedback from people important to her?
- Was she animated when she explained things?
- Did she use her hands a lot?
- Did she appear stylish?
- Would you want to work on a project with an Influencing person?

Lessons 6 and 7: Exercise #1

1. What does the Influencing person want?

2. How does an Influencing person view their environment?

3. How does an Influencing person view their power?

4. How will an Influencing person solve their problem?

5. Identify 10 characteristics of an Influencing person.

E. _____ F. _____

F. _____ G. _____

G. _____ H. _____

H. _____ I. _____

I. _____ J. _____

6. Identify 6 things that are NOT typical of an Influencing person.

A. _____

B. _____

C. _____

D. _____

E. _____

F. _____

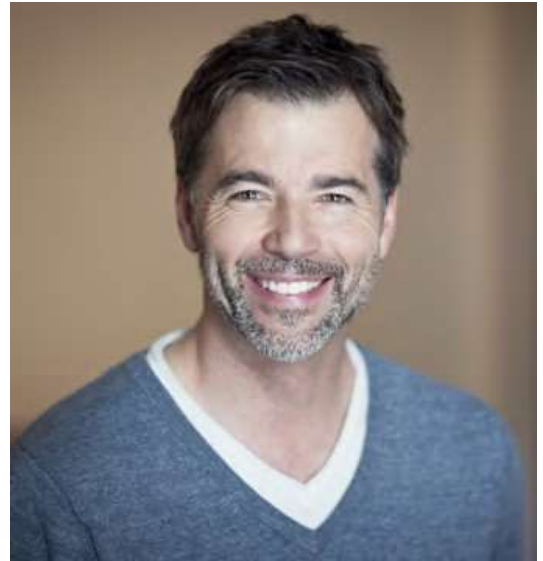
Lesson 8

The Steady Behavioral Style

The Steady Style wants to connect with others. They are always looking for a way to connect people together and with themselves.

It is so hard not to like these people because they are the harmonizers in our society. Everything about them is laid back. They just want to blend in. They never want to:

- Stand out
- Take the lead
- Be approached quickly
- Criticize others
- Be fashionable
- Rise above others or be better than others
- Be or have the best, but they don't want to be less than anyone either



You must remember how they view their world. For the Steady person, their environment is favorable but they don't feel they can control it. This means that they are open to ideas but they aren't going to try to solve anything on their own. They will try to adapt to a situation or make a minor change, but they won't want to do it themselves. They will however help anyone. Teamwork is important to them.

Their posture is relaxed and informal. This is the quickest way to identify a Steady person. Their shoulders will be rounded and tilted slightly forward. They always smile, but it

is not the broad, engaging smile of an Influencing person. Their smile is softer and more tentative. They want and need desperately to engage you but they are shy at first. They tend to hang back and wait for you to take the lead. They will try to connect with you in a number of ways. They will ask questions like:

- "Have you ever done this before?"
- "Have you known anyone that did this before?"
- "Where do you live?"
- "Do you know so and so?"

They love to talk about themselves, their children, their family, friends, pets and anyone whom they feel a part of. This includes all areas of their life such as their community, their school, their work, any organizations they belong to or support, etc. They will ask you about these aspects of your life to try to get a connection with you.

They are the ones with bumper stickers supporting their hometown, a special cause, their alma mater, or whatever. They are the ones with signs or decorations in their yards when special events and holidays approach. They are the moms and dads in the neighborhood that all the kids love.



They like the colors blue and brown. Those colors are neutral and don't stand out. The Steady style usually is not fashionable and they don't draw attention to themselves. They will always look comfortable in soft clothing. Men will wear sweaters and flannel shirts. Women might wear sweat pants or knit pants that stretch. Their clothing will be looser fitting, with bulkier sweaters and nothing skin tight. They might wear a Christmas sweater in season, a jersey to support a team in their area or some type of jewelry, head band or hat to match whatever they have on.

When you look into the eyes of a Steady person, they will always smile, even if they are afraid or angry. Don't forget, they want to be friends. They want to say, "Here I am and I won't hurt you. Let's be friends." They will defer to others in most occasions. They will say, *"You decide, I'm okay ... whatever you want is fine with me."*

A Steady person's possessions are not always taken care of with meticulous detail. Their yards are not usually manicured. This isn't important to them. Their time and their energy are spent on making friends and keeping their friends and family happy. It doesn't matter that the kids' toys are put away at night or not. They will be back enjoying their toys tomorrow, so why bother putting them away?



Their cars are not usually well kept. There will probably be things that need moved if you get in their car. You will find food wrappers, probably a book, magazine or a newspaper and of course toys or possessions of the kids in their cars. It is not important to make the car look neat and clean, as long as whatever is left there will be there if someone needs or wants it.

Most of their possessions are not the best. They will drive mini vans, SUV's and practically priced cars. They don't have to be new. They buy the "true and the tested."

A steady person may not make the best personal assistant, but they will be the best friend a person could have. They will always acquiesce to you and always be there for you.

Lesson 9

Examples of the Steady Behavioral Style

The two videos in this Chapter 9 show the Steady or “High S Style.”

Eric is the pure style “S.”

What would indicate that Eric was a Steady person?

- How was he dressed? Were his sleeves buttoned or rolled up? Did he have a tie on? What color was his shirt?
- Did he like the fact that meetings in the past were “open warfare”?
- What did he think his main job was in the old meetings?
- How does he like to get results?
- Did he think building relationships was important?
- What is the “glue” to create stability?
- Did he have a soft smile?
- Why would he offer you a cup of coffee?

Beth is a natural style “S.”

What would show that Beth was a Steady person?

- How was she was sitting, laid back or very formal? Were her clothes form-fitting or soft and comfortable?
- What were the words she used to describe herself, intimidating and strong, or approachable and amiable?
- Does she show if she is stressed? Is her demeanor calm, or is it flustered or irritable?
- Does she hold-on to her stress, or does make it apparent for all to see?
- Would you want to work with a Steady person on a project?

Lessons 8 and 9: Exercise #1

1. What does the Steady person want?

2. How does a Steady person view their environment?

3. How does a Steady person view their power?

4. How will a Steady person solve their problem?

5. Identify 10 characteristics of a Steady person.

A. _____ F. _____

B. _____ G. _____

C. _____ H. _____

D. _____ I. _____

E. _____ J. _____

6. Identify 6 things that are NOT typical of a Steady person.

A. _____

B. _____

C. _____

D. _____

E. _____

F. _____

Lesson 10

The Compliant/Conscientious Behavioral Style

The Compliant/conscientious style wants everything to be correct. These people are your quality control people. They are your organizers. Everything about them has exactness to it. Everything is very formal and proper. They do everything by the book and are the definition of politically correct. They look and act perfectly in reference to what would be the safest projection for them.

Remember from Chapter 2 how they perceive their environment? The high “C” views their environment as unfavorable so they are always on the defensive. They also feel they are not in control of their environment. They feel that they must rely on the use of rules and proven ways to solve a problem. They will use a definite process, but also continue to research as many possibilities as they can to make sure the problem gets solved properly.



Their posture is erect with shoulders straight. It is almost like they are at attention. Everything is proper. Their clothes are crisp and pressed. Their shoes are clean. Their hair is in place and fashionable. They like the color gray.

They are not easy to approach; in fact, they will appear very stoic and non-committal at first. They need for you to break the ice and start the interacting process. Their speech is calculated and slow. You must draw them out because they don't trust you at all. You must be polite, courteous and helpful and above all you better know what

you are talking about with them.

The Compliant/conscientious people are no nonsense people. They are serious about what they are doing at all times. They prepare and they accomplish. They have money because they are educated. They move up in their jobs and professions and save. Isn't that the definition of "success"? They purchase higher priced cars, homes, etc. because they have saved and have planned how they are going to spend their money. Nothing is done on impulse because there would be a chance of them being wrong. They don't want to be told that they have made an incorrect move or decision.

The Compliant/conscientious people have the best manicured lawns on the block. Their houses are well maintained and their cars are meticulously clean no matter what the weather is for the season. They are usually strict with their children. Their philosophy is, "Children should be seen and not heard." If their children's behavior is not perfect, this is a reflection on their parenting skills.



The high "C" doesn't express their emotions unless they are provoked. That wouldn't be proper. They are very task oriented so that takes precedence before interacting with people. Don't expect them to spend time with you if there is a job that needs to be done. They are self-contained so they are not very likely to approach you to begin a conversation. They work very well by themselves.



They look at everything, they compare everything and they want to know every detail. They are good researchers. They don't leave things to chance so they are not fast paced. They must think, cross reference, plan and formulate the solutions in their minds before they act on the plan.

This takes a lot of time and some other behavioral styles criticize the Compliant/conscientious person for that reason. They want and need to be sure. They will not take your word for it. They want to see proof. If you have written data and someone that can give them an

authoritative third party endorsement, then you will make progress with them.

We need the Compliant/conscientious people in our world. There wouldn't be order and there would be complete chaos without them. This group will make you adjust your behavior the most because they are not trusting. This is the same group that will hold you the most accountable.

Lesson 11

Examples of the Compliant/Conscientious Behavioral Style

The two videos in this chapter 11 portray the Compliant/conscientious or “High C Style.”

Jesse is pure style “C.”

What would demonstrate that Jesse is a Compliant/ conscientious person?

- Was he dressed casually or more formally for an office setting?
- Did his face show expression when he talked?
- What was he doing with the papers when his video clip began?
- What did he think of accuracy?
- What kind of approach did he like a systematic approach or a more creative approach to solving a problem?
- When there was a problem how important was it to him to weigh the pros and cons?

Jeannie is a natural style “C.”

What would indicate that Jeannie is a Compliant/ conscientious person?

- How was she dressed, casually or more formally for an office setting?
- Did her face show much emotion when she talked?
- What was the most important characteristic she brought up about herself?
- Was she fast paced or reasonably paced?
- Did she like to multi-task?
- Was her demeanor energetic and enthusiastic or controlled?
- Would you want to have a Compliant/conscientious person working with you on a project?

Lessons 10 and 11: Exercise #1

1. What does the Compliant/conscientious person want?

2. How does a Compliant/conscientious person view their environment?

3. How does a Compliant/conscientious person view their power?

4. How will a Compliant/conscientious person solve their problem?

5. Identify 10 characteristics of a Compliant/conscientious person.

F. _____ F. _____

G. _____ G. _____

H. _____ H. _____

I. _____ I. _____

J. _____ J. _____

6. Identify 6 things that are NOT typical of a Compliant/conscientious person.

G. _____

H. _____

I. _____

J. _____

K. _____

L. _____

Review Lessons 3–11: Exercise #1

Identify if the following characteristics are:

D for Dominant, **i** for Influencing, **S** for Steady, or **C** for Compliant/conscientious.

1. Which behavioral style would wear:
 - A. ____ A gray pin striped suit
 - B. ____ Dark colors
 - C. ____ A brown comfortable sweater
 - D. ____ A bright orange shirt
2. Which behavioral style would most likely:
 - A. ____ Greet you with a warm friendly smile
 - B. ____ Not show much emotion when first meeting you
 - C. ____ Smile timidly at you
 - D. ____ Shake your hand and get right down to business
3. Which behavioral style would think it is important to:
 - A. ____ Be correct
 - B. ____ Connect
 - C. ____ Get results
 - D. ____ Be recognized
4. Which behavioral style would drive:
 - A. ____ A used mini-van
 - B. ____ A flashy sports car
 - C. ____ A Mercedes coupe
 - D. ____ A Cadillac sedan

5. Which behavioral style would:

- A. _____ Have the best manicured lawn
- B. _____ Have impressive shrubs or fountain in their yard
- C. _____ Have the most Christmas light display
- D. _____ Have the banner of the local sports team in the front yard

Review Lessons 3–11: Exercise #2

In the exercises below answer:

D for Dominant, **i** for Influencing, **S** for Steady, and **C** for Compliant/conscientious.

1. What word best describes what each behavioral style wants:
 - A. _____ Be correct
 - B. _____ Be noticed
 - C. _____ Get results
 - D. _____ To connect
2. Which behavioral styles view their environment as favorable?
_____ and _____
3. Which behavioral styles view their environment as unfavorable?
_____ and _____
4. Which behavioral styles feel they can control their environment?
_____ and _____
5. Which behavioral styles feel they can't control their environment?
_____ and _____
6. Which two behavioral styles will, more often, listen to your information and consider what you have to say?
_____ and _____

-
7. Which two behavioral styles will try to take control and solve a problem one way or another?

_____ and _____

- A. Which one of the above will try to rally people behind them to solve the problem?

- B. Which one of the above will try to take immediate action or use force to solve the problem?

8. Which two behavioral styles will work towards solving the problem, but do not take the lead in solving the problem?

_____ and _____

- A. Which of the above will rely on teamwork to solve the problem?

- B. Which of the above will rely on accepted procedures and rules and to solve the problem?

9. Which two behavioral styles are more fast paced and will make a decision quicker?

_____ and _____

10. Which two behavioral styles are more moderate paced and take longer to make a decision?

_____ and _____

Lesson 12

Population Distribution of Behavioral Styles

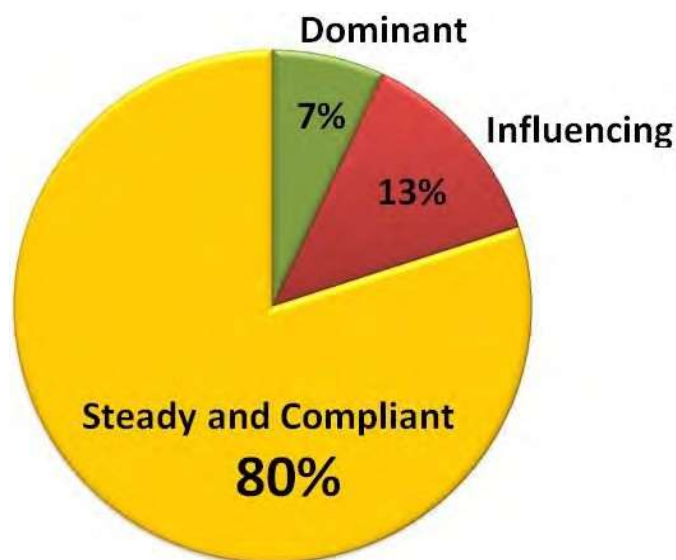
In the general population, how many people are Dominant, Influencing, Steady, or Compliant/conscientious? It is important for you to understand the population distribution of the four styles of behavior to recognize which you will encounter most often.

The high Dominant styles represent only 7% of the population. This might surprise you. They appear more prevalent than statistics indicate because of their style. They make themselves known. They are the movers and the shakers of the world. They are usually leaders who are out front in the crowd.

The Influencing style represents 13% of the population. They also tend to make themselves known, again because of their style. They are the ones who have the highest energy in the room. They are also the most rowdy and the ones drawing the most attention to themselves. It is easy to find them.

The Steady and the Compliant/conscientious styles combined represent 80% of the population. According to the behavioral science's research, it has not been possible to clearly separate the distribution between the steady and compliant styles, therefore, they are combined. These two styles overlap in some of their behaviors. A few examples include: that they are slower to engage with others, they both are moderately paced, they usually aren't confrontational, they usually don't want to draw attention to themselves and they will take longer to make decisions.

This means that most of the time you will be dealing with Steady and Compliant/conscientious people. What does that mean to you? This all depends on your behavioral style.



In order for the Steady and the Compliant/conscientious people to feel comfortable, you must slow down, be patient, and provide these people with the information that they need. This is true no matter whether you are in a meeting at work, at a PTA meeting, at a church meeting, at a soccer meeting, or wherever you must interact with people. Again, 80% of the time you will be dealing with Steady and Compliant/conscientious people. You must recognize this and respect it if you plan to get anything accomplished.

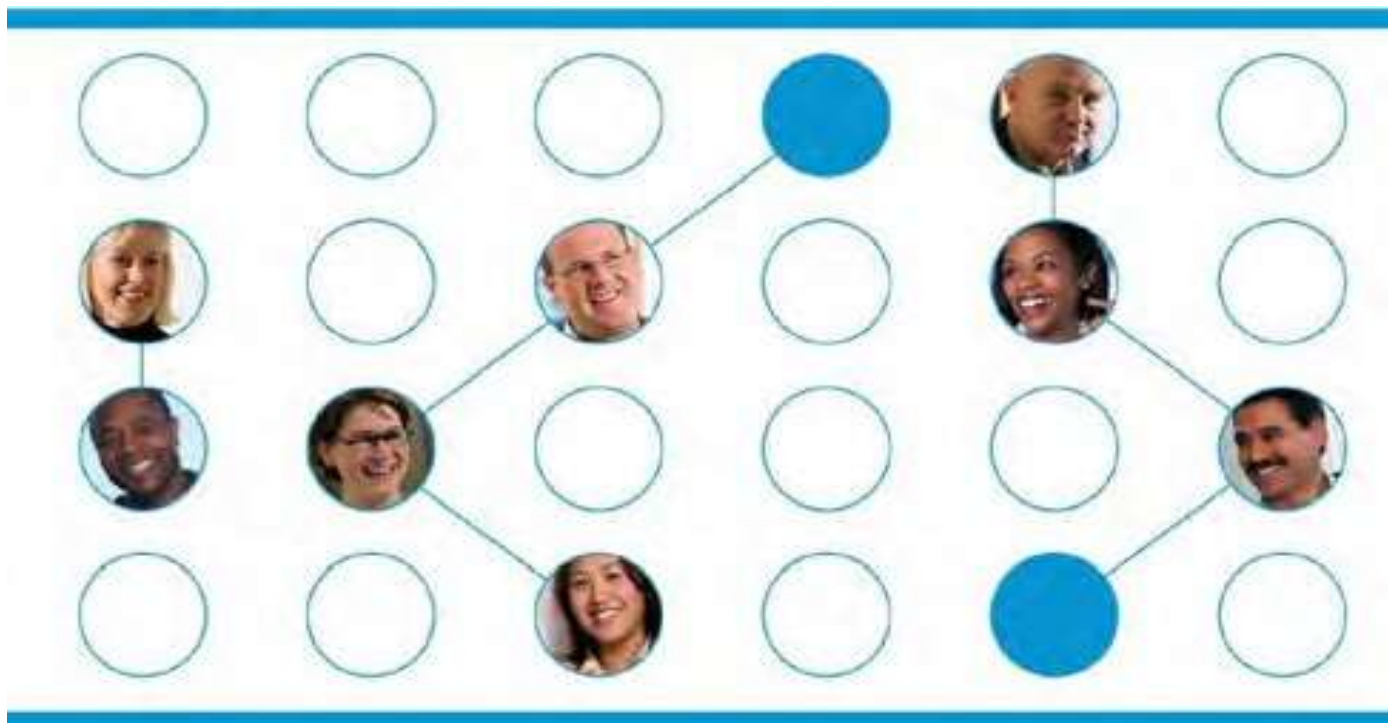
If you are a Dominant person and you treat other people the way you like, being forceful, direct and fast paced, you won't accomplish what you want because most of the people you will interact with are not like you. It is so important for you to adjust your style to relate to the people you are interacting within a given situation. You might want results quickly and effectively, however, you must understand that others might have questions that need answered, explained, and possibly repeated. Remember only 7% of the population is like you.

If you are an Influencing person, you must understand that most people do not want to hear you talk continuously. You must adjust your behavior so that you talk less and listen more to what others are saying. You must also start to understand that the person or people that you are talking to should be your most important concern when in a conversation with them. You must also remember that the majority of the population is not like you.

If you are a Steady and Compliant person, you are lucky because most of the population is just like you. You must be aware of any Dominant or Influencing person you interact with and try to be more direct and pick up your pace to make the most of any interaction with them. You must be aware that the Dominant person may intimidate you at first and the Influencing person will want to be the center of attention. You will learn in the following chapters how to deal more effectively with each behavioral style.

Lesson 13

The DiSC® Behavioral Styles Assessment Report



To understand the information in this chapter you should have your own personal 23-page *DiSC® Behavioral Styles Assessment Report*.

If you haven't taken the included DiSC® Behavioral Styles Assessment, you should contact us at our website: www.PlatinumEdgeSalesTraining.com and request a link to be sent to your email. This tool is invaluable to not only learning about Behavioral Styles in general, but also learning about your own individual behavioral style.

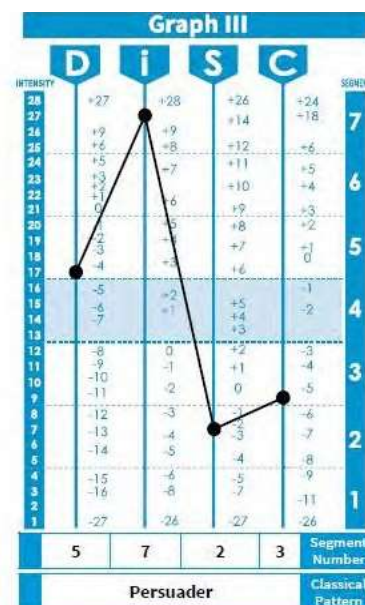
You will notice that the report is broken up into four sections. The first section is 10 pages and concentrates on the results of your specific behavioral styles assessment. Your responses to the questions provided in the assessment generated this report. It is about you and the way in which a person's four dimensions of dominance, influence, steadiness and compliance combine to create a pattern that is distinctive for each person.

On page 3, you will find a graphical representation of your behavioral style. You will notice in the middle of the graph is a blue band. There is a big “4” to the right. This is called the mid-line. If you have points above the mid-line, those dimensions are “high” or stronger. If you have points that are below the mid-line, those dimensions are “low” or weaker.

At the bottom of the graph, there is a name for each pattern such as “Appraiser” or “Achiever” or “Counselor,” etc. The example that you see here is “Persuader.” Don’t be too concerned with the name. It is descriptive, but it is just a name for the pattern. Everyone can exhibit any behavioral style if they choose to consciously do so.

On page 4 there is a description of your highest DiSC® dimension based on your responses to your perceptions of the environment and the amount of control you feel you have in that environment.

According to the above graph, in this case, it would describe all the characteristics of an i. You must read the description and see if it matches the way you see yourself. You may be surprised how closely this follows your everyday behavior.



D	i	S	C
18. egotistic	19. passive	20. planner	21. perfectionist
17. aloof	18. patient	19. accurate	20. tactician
16. daring	17. logical	18. factfinder	19. team player
15. disarming	16. predictable	17. diplomatic	18. systematic
14. demanding	15. team player	16. systematic	17. perfectionist
13. forceful	14. self-promoting	15. serious	16. conventional
12. risk-taker	13. trusting	14. progressive	15. curious
11. adventurous	12. influential	13. compliant	14. careful
10. decisive	11. pleasant	12. realistic	13. restrained
9. impulsive	10. sociable	11. relaxed	12. high standards
8. self-assured	9. generous	10. nondescript	11. analytical
7. competent	8. poised	9. deliberate	10. sensitive
6. quick	7. charming	8. amiable	9. mature
5. self-reliant	6. confident	7. stable	8. reactive
4. independent	5. trusting	6. reliable	7. "team player"
3. self-reliant	4. trusting	5. outgoing	6. self-righteous
2. unassertive	3. discriminating	4. alert	5. opinionated
1. self-effacing	2. reflective	3. eager	4. persistent
0. neutral	1. logical	2. realistic	3. independent
1. weighty and noisy	2. logical	3. team player	4. rigid
2. meek	3. controlled	4. adaptable	5. firm
3. conservative	4. retiring	5. impulsive	6. stubborn
4. gregarious	5. suspicious	6. ruthless	7. arbitrary
5. wild	6. pessimistic	7. change-resistant	8. rebellious
6. quiet	7. aloof	8. fastidious	9. defensive
7. unsure	8. withdrawn	9. spontaneous	10. obstinate
8. dependent	9. self-conscious	10. threatened by status quo	11. tactless
9. modest	10. reserved	11. active	12. sarcastic

On page 5 is the Intensity Index. This is a measure of high, medium, and low behavior with descriptors for each of the four styles. You will see highlighted descriptive adjectives for your individual pattern under each column headed by D, i, S, C. Each of us has our own set of strengths that make us unique and valuable. Remember, although we have one stronger behavioral style, we still possess qualities in all four of the behavior styles. The strengths we possess, when used excessively or improperly can be perceived as a weakness. It is important to learn about your intensity index so you can become more aware of your potential strengths and weaknesses.

Pages 6-9 will take the descriptors you possess from page 5 and show how they can affect how you relate and interact with other styles of behavior. It explains how others may see you and how your style may affect others. As you read the descriptions in each behavioral dimension circle those you see as strengths and highlight ones that you see may be potential areas of challenge.

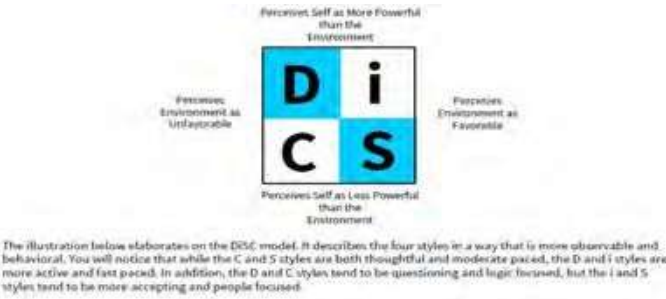
On page 10 is Your Classical Profile Pattern. This is an analysis of what motivates you. There are 15 classical patterns and everyone falls into one of these.

Page 11 talks about your work habits and how you use your style to accomplish the things that you want to do. This is invaluable to understand when integrating the behavior styles of a whole group of people. Could you imagine a meeting at work where everyone was treated exactly the way they wanted to be treated? How much time in the past has been wasted on appeasing people before any real work was accomplished?

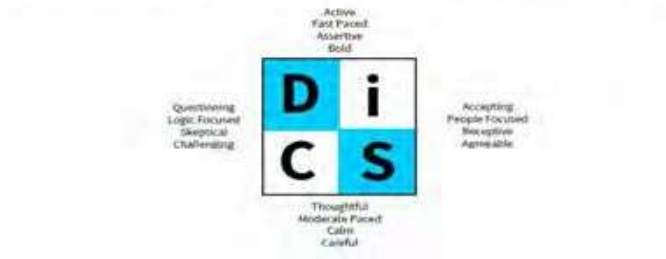
The last page of this section, page 12, gives you insights into your own behavior. Based upon your behavioral style, there are tips for things to watch out for such as tendencies that you might want to avoid or weaknesses that you might want to work on for greater effectiveness.

The comments are thoughtful and constructive because it tells you about you. First you must understand yourself before you can relate effectively with other behavioral styles.

Section II is an overview of the DiSC® behavioral styles model and a brief description of each of the four behavioral styles. Section II can be used as a manual for the learning and as a review of the DiSC® system. Study it carefully to memorize the information about each behavioral style. Use it as a reference as often as necessary.

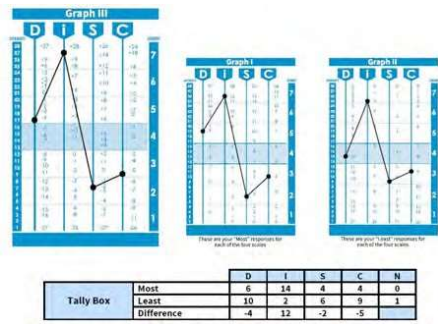


Section III is an overview of each of the fifteen classical patterns which shows all the variations in behavioral styles. Since we have all four dimensions, two are going to be high and two are going to be low. Given all the different combinations that may be possible, mathematically that gives 15 classical graphs that can be drawn.



There may be some slight differences when you compare your individual graph with the corresponding “classical” pattern. You may also notice some slight differences. This is because there is a range on each one of these patterns for each dimension.

Sometimes your pattern will not match the classical pattern perfectly. As you learn the details of each behavioral style and the different characteristics of each, there may be a point in time when you can recognize the classical patterns of others. You can always reference this report to identify any of those patterns.



Section IV is the scoring and data analysis of our own report in terms of the consistency of the pattern, whether or not the assessment was manipulated, and the differences in intensities whether you are working or at home.

Make sure that your graphs are consistent and look generally like the same pattern all the way across. As you can see from this graph, there are some slight variations, but each graph has basically the same pattern.

Video Review Exercise: Identifying Behavioral Styles

The following exercise will test your understanding of how to identify each of the styles of behavior. From the statements listed below, identify **D** for Dominant, **I** for Influencing, **S** for Steady, and **C** for Compliant/conscientious.

1. _____ Their speech is calculated and they talk slowly.
2. _____ They smile big and they smile a lot.
3. _____ They don't want to rise above others.
4. _____ If you tie their hands down, they can't talk.
5. _____ They hate weakness.
6. _____ They want to know every detail.
7. _____ They talk big, act big and think big.
8. _____ They make big lists of questions and they check them off as they are answered.
9. _____ Their shoulders are sloped downward.
10. _____ They love to tell stories and jokes.
11. _____ They don't draw attention to themselves.
12. _____ They accept a challenge quickly.
13. _____ Everything about them looks proper.
14. _____ They are image oriented.
15. _____ They need to connect with others.

Your goal should be to identify each behavioral style within a minute or two of engaging or even observing a person. With this knowledge, you will be able to create the motivational environment that will allow people to cooperate with you, rather than resist you.

Once a behavioral style is established, it is carried for life. It will not change over time. When did interacting with your environment begin? For some, probably before you were born. Some of you were talked to, had music played to you, and were even read to before you were born. For others, the minute you were born there was interaction. By the time you were five years old, you already formed all the building blocks of how you were going to interact with your environment. Once they were formed, they are established for your entire life.

Video Review Exercise: “The Meeting”

After watching the video, identify which behavioral style corresponds with each character. The moderator of the meeting is Kirby. For this exercise, the moderator should be ignored.

Kirby and her team were in a heated discussion about being blind-sided by a report of new business conditions. They are struggling to come up with a plan. What behavioral style was:

1. _____ James

2. _____ Steve

3. _____ Doug

4. _____ Jeannie

5. What emotion did James convey?

6. What did Steve want to do?

7. What did Doug want to avoid?

8. What did Jeannie wonder?

James:

9. What was there about James' demeanor that made you choose his behavioral style?

10. What two questions did James ask to demonstrate his style?

A. _____

B. _____

11. What statement did James make that was indicative of his style?

Steve:

12. What color was Steve's shirts that indicated his style?

13. What was Steve trying to do with his comments to James?

14. What two things did Steve say that showed he wanted to tell his team they had done a good job?

A. _____

B. _____

Doug:

15. What did Doug say to Kirby when he was feeling pressure that indicates his behavioral style?

16. What word describes what this behavioral style does when they are under pressure?

Jeannie:

17. What three things did Jeannie think needed done that was typical of her style?

A. _____

B. _____

C. _____

18. What did Jeannie form quickly that was indicative of her style?

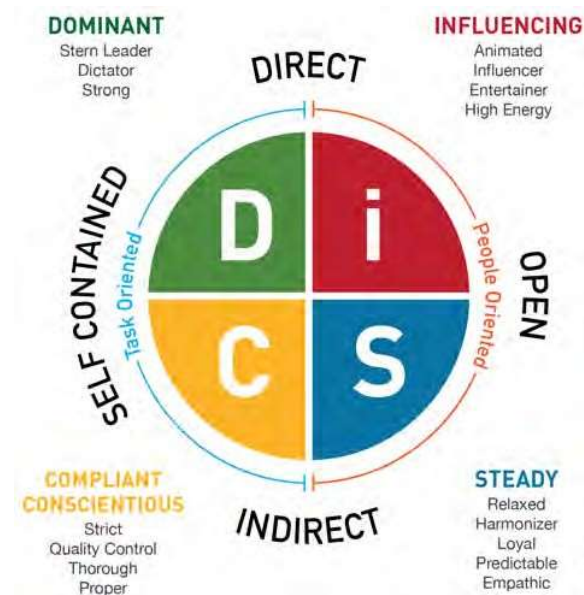
If you got any of these behavioral styles incorrect, were confused or couldn't answer any of the questions please review the video as many times as necessary.

Lesson 14

What Each Style Wants

It is important to study and understand the diagram below to understand more specific aspects of each style. As you look at the diagram you will notice the circle is divided into halves and quadrants to identify prominent characteristics of the styles. Like most definitions, the terms used below will have slightly different meanings (for each behavioral style) especially in describing what each style wants. The definitions include:

- **Direct** – someone who can approach another easily or make their point clearly understood
- **Indirect** – someone who will not approach you first. You must make the first move.
- **Open** – to be willing and able to talk and express themselves freely
- **Self-contained** – not willing to talk or express themselves
- **People oriented** – someone who cares about the feelings of others as a priority
- **Task oriented** – someone who views the task as the priority



The Dominant style



Words that describe a Dominant style are stern, leader, dictator, strong. The chart further indicates that they are direct, task oriented and self-contained. The Dominant style wants results. Everything they do involves progress towards results. If they have to be stern, dictate the way something should be done, or push you to get those results, they will. This is why a Dominant person is labeled direct. They will try to direct everything and tell you how, when and where they want those results accomplished. Their mantra is “Lead, follow, or get out of the way.” They will get directly to the task. It is not important to make small talk or care about the way someone feels, nor do they want you to ask about how they feel.

The final aspect of this chart indicates that the Dominant style is self-contained or closed. If you look at the body language of someone who is self-contained, their arms stay close to their frame. They are not very emotional or animated. You will not see this person being expressive with their arms, body motions or expressions. They are more comfortable with being behind a desk or table. When you interact with this style, though, you will definitely know what they want.

The Influencing style

Words that describe the influencing style are animated, influencer, entertainer and high energy. The influencing style wants to be noticed or wants recognition. They will get that attention by their stories, actions, and energy. The chart also indicates that they are direct, open, and people oriented. They are direct in a different way than a dominant person. They will come directly to you but not try to control everything. They are going to approach you directly and openly and try to engage you immediately in a warm manner so as to put you at ease. They care about people and their feelings first. They will get around to the task eventually. They don't want to take things too seriously. Their mantra says, "Let's have some fun while we do this."



The Influencing style wants excitement. They want fun. They don't want to be bored or want to pay attention for long. They are promoters and get others to feel passion. They want people to rally behind them.

The Steady style



Descriptors for this style include relaxed, harmonizer, loyal, predictable, and empathetic. The Steady style wants to connect one way or another. They want to have friends and relationships with people. The areas on the chart that describe them include: they are open, indirect, and people oriented. Their security is their relationships. They want to trust you and what you say to them. They will talk to you and ask questions about you, but they won't make the first move until you do. (indirect) They will give you every opportunity to do so by their look or their shy smile.

They care more about people than the task. Their mantra is, *"We're all in this together. Let's get along and be friends."* They will do everything they can to get everyone to get along and to be nice to each other.

The Compliant/conscientious style

This style is described as strict, quality control, thorough and proper.

The Compliant/conscientious style wants to be correct at all times. It is so important to follow rules and procedures, leave no stone unturned, and above all do so in a proper manner befitting the circumstances. They want to make sure that you “follow the book” and are politically correct at all times. Their mantra is, “Don’t you dare put me in a position to make a mistake.”

The chart labels them as indirect, task oriented and self-contained. Indirect for the Compliant/conscientious person means that they will not appear friendly and they won’t approach you. They will show very little emotion and appear very stoic at first. They don’t want to talk about their personal life; they want to talk about the task and only the task. You will not see any animation in this behavioral style their body motions are very reserved, almost like they have their guard up until they get to know and trust you.



Lesson 14: Exercise #1

Use the initials of each style to answer the following questions.

1. Which behavioral styles are direct? ____ and ____
2. Which behavioral styles are indirect? ____ and ____
3. Which behavioral styles are open? ____ and ____
4. Which behavioral styles are self-contained? ____ and ____
5. Which behavioral styles are task oriented? ____ and ____
6. Which behavioral styles are people oriented? ____ and ____
7. Which behavioral style is direct but uses this characteristic to approach you and make you feel comfortable? ____
8. Which behavioral style is direct but uses this characteristic to tell you exactly what they want accomplished? ____
9. Which behavioral style is open and very expressive? ____
10. Which behavioral style is open, but will wait until you start a conversation before they will feel more comfortable talking with you? ____
11. Which behavioral style wants to know about any people connections there are between you and them? ____
12. Which behavioral style wants to tell you everything they want accomplished with the task at hand? ____
13. Which behavioral style wants to ask you questions about every detail of the task?

14. Which behavioral style is:
 - A. ____ Thorough
 - B. ____ Animated
 - C. ____ Loyal
 - D. ____ Strong

Lesson 15

The Behavioral Styles at Work

People spend a large amount of time at work. Most people work with more than one person. It is important to understand how a person views their world so that you can understand how they think, what they prefer, and what makes them do what they do. If you also know what characteristics about you may abrade another behavioral style and to then adjust your behavior so as to treat your co-workers in a manner they prefer, you will see more work being accomplished and better relationships throughout your work site.

At work, you must understand how each style views their goals, how they perceive their environment, and the preferred colleague they prefer to work with.



Goals

The Dominant person:

- Is motivated by results
- Wants rewarded for results
- Wants to get ahead
- Needs to be challenged
- Wants freedom and freedom to take charge
- Wants to set goals, manage and solve problems

The Influencing person:

- Wants positive interaction
- Wants positive feedback and approval
- Wants to have fun
- Wants enthusiasm
- Wants to be noticed

The Steady person:

- Wants to work with others
- Wants friendly connections
- Likes steady people that enjoy an atmosphere of harmony and trust
- Supports others and expects it in return

The Complacent/conscientious person:

- Wants to perform to his own standards
- Wants rewarded for quality and accuracy
- Wants control of the elements involved
- Wants to review things thoroughly so things are “right”
- Wants logical systems and systematic approaches to find a solution

How they perceive their environment?

The Dominant person:

- Wants freedom
- Wants to move at their own pace
- Wants control
- Wants direct answers
- Wants flexible environment to work on multiple projects.
- Wants challenge



The Influencing person:

- Wants enthusiasm
- Likes fast pace
- Wants innovative thinking
- Wants to be creative
- Wants new ideas to be encouraged

The Steady person:

- Wants a place that is friendly, informal and relaxed
- Wants cooperation
- Wants their position to be well defined
- Wants to know what is expected of them
- Wants a steady, even pace



The Complacent/conscientious person:

- Wants a systematic approach
- Wants positive feedback
- Wants professional and businesslike environment
- Wants to stay focused

Preferred colleagues to work with

The Dominant person:

- Wants competent people
- Wants people who follow through
- Wants integrity
- Likes people who take risks
- Wants people to be prompt
- Wants people to be careful and meticulous

The Influencing person:

- Wants optimistic people
- Wants people with flexibility
- Likes people with expression
- Wants people who are open to possibilities



The Steady person:

- Wants someone that is easygoing and doesn't sweat the small stuff
- Wants someone who isn't obsessed with power
- Wants someone who is self-sufficient and competent
- Wants someone with a good sense of humor

The Compliant/conscientious person:

- Wants someone who puts work first
- Wants someone who is organized and thorough
- Wants someone who is prompt and efficient

Lesson 15: Exercise #1

Answer the following questions using the initials for each behavioral style.

1. Which behavioral style would not want to work in a work place that:
 - A. ____ Made them work alone
 - B. ____ Refused to let people express themselves
 - C. ____ Didn't follow any office procedures
 - D. ____ Gave them no freedom to challenge themselves
2. Which behavioral style would want a work environment that:
 - A. ____ Had a systematic approach to solving problems
 - B. ____ Gave someone control
 - C. ____ Encouraged innovative thinking
 - D. ____ Valued cooperation and teamwork
3. Which behavioral style would want to work with a person that was:
 - A. ____ Expressive and creative
 - B. ____ Cooperative and empathetic
 - C. ____ Strong and determined
 - D. ____ Thorough
4. Which behavioral style would not want to work with a person that was:
 - A. ____ Sloppy and late
 - B. ____ Unorganized and didn't follow procedures
 - C. ____ Uptight with no sense of humor
 - D. ____ Not flexible and unwilling to listen to ideas

5. Which behavioral style's goals include:

A. ____ Harmony

B. ____ Rewards

C. ____ Recognition

D. ____ Standards

Lesson 16

Value Stories

We have discussed the characteristics of the four styles of behavior: Dominant, Influencing, Steady, and Compliant/conscientious. It is important for you to remember:

- Their characteristics
- Which styles you will deal with the most
- What each style wants
- Everyone possesses the stronger traits of at least one behavioral style
- Most people possess the traits of all four behavioral style (two are stronger and two are weaker)

As you observe people in public places, at work, and your relationships in your own family it should become easier and quicker to recognize the different behavioral styles. Remember that 80% of the time you will be dealing with Steady and Compliant/conscientious people.

Here are some stories to demonstrate how knowledge, understanding, and using the information about behavioral styles can change the results of interactions with people.

Example 1:

The owner of a company had training meetings with each of his sales people to try to increase sales. He was a dominant person. He would usually do all the talking while the salesperson just sat and listened.

There was usually very little response from each salesperson. The owner thought he made it very clear about everything he expected of each person but he was frustrated that sales were not improving. After internalizing the behavioral styles system, the owner's experiences were quite different:

- To the dominant people, he recognized their successes, congratulated them; he then talked to them about issues that the salesperson had control over.
- To the influencing people, he praised their successes and gave them time to talk about their successes; he then asked for their input on some solutions.
- To the steady people, he praised their successes and gave them time to relate their experiences to him, then asked them to work together with him on problems.
- To the compliant/conscientious people, he thanked them for the hard work they were doing and outlined some procedures that were currently working; he then asked them if they had any solutions.

Each person was more comfortable and more open in their conversations with the owner. Many good ideas were presented and many of them were adopted. This resulted in improved sales.

Example 2:

A teacher had a classroom of 24 children. She liked to assign group projects to show practical applications of the information that she would discuss. She would be frustrated when she grouped the students together and some groups would excel and some would give poor presentations.

She internalized the information about the behavioral styles. Whenever possible, she would group the students in groups of four using the following strategy:

- The dominant student was assigned to be the leader of the group.
- The influencing student was assigned to lead the visual display.
- The steady student was assigned as manager of the group so that everyone would be accountable for the same amount of work.
- The compliant/conscientious student was assigned to lead the research and to make sure everyone was prompt in getting the information necessary to complete the assignment.

When their duties were assigned to them, the students were more attuned to what was expected of them and performed their duties more readily. The teacher was pleased to find that the projects improved.

Lesson 17

Red Flags for Each Behavioral Style

By now, you should have a good list of what each style wants and an idea of what each style will behave like as you observe them. In this chapter, we will show:

- What they don't want
- What each style fears

This will give you the best information to understand what not to do to each style. These factors are very crucial in understanding each of the behavioral styles. These red flags could easily bring a productive meeting to a halt.

What they don't want

Dominant people don't want:

- Their results impeded
- Their time wasted
- To be bored with details
- Told what they want
- Pandered to
- Promises that can't be kept
- Their intelligence insulted



Influencing people don't want:

- To concentrate too much
- To be bored
- To be pushed
- To be overwhelmed by facts and figures
- To be taken for granted
- To be considered as stupid because they are fun and friendly



Steady people don't want:

- Someone who is unfriendly
- Someone who is pushy and insensitive
- To be expected to move fast or be given information too fast
- Someone who tries to impress them by being cute
- To be scared
- To be taken advantage of because they seem friendly and easy



-
- To be told what they need or want

Compliant/conscientious people don't want:

- To be pushed
- To be pressured
- To be with people who are unorganized or unprepared
- To have their time wasted
- Promises that aren't kept
- To listen to opinions
- To know why they should need something
- To be told who else uses something
- To have someone be too friendly
- To have someone dote over their children
- To be over complimented
- To be shown something without proof.



You should notice that the Compliant/conscientious behavioral style has the longest “DO NOT” list. This behavioral style is the most skeptical and the most non-trusting of all the other styles. Their rules and conditions make them more skeptical of others.

What each style fears

The Dominant behavioral style will claim, “I’m not afraid of anything.” They have fears like most people, but they are ready to fight when they are faced with a fear.

Their fears include:



- Being taken advantage of
- Being checked on
- Being over ruled
- Being second guessed
- Losing control
- Complying to too many rules and procedures
- Too many details

Although the dominant style dislikes the mundane tasks, they will sometimes give in to them if they know it will get them the results that they crave.

The Influencing style fears:

- Being ignored
- Feeling unaccepted
- Feeling rejected
- Fixed schedules and rigid time frames
- Routine and repetitive tasks
- Unfriendly people



The typical influencing style dislikes the boring ordinary day-to-day tasks, and often feels like they don't fit in. This certainly doesn't encourage the gregarious, enthusiastic nature that they crave.



The Steady style fears:

- Confusion
- No clear expectations
- Being pressured into making a decision
- Conflict

The steady style would much rather avoid any type of conflict or anything that is unpleasant. They crave harmony and for everyone to work together.

The Compliant/conscientious style fears:

- Not having enough time to evaluate
- Pressure to react quickly
- Making a mistake
- Being criticized about their performance



Criticism can shut down a compliant/conscientious person for a long period of time. If you criticize them in front of others, you have created an enemy. This is one of the worst things you could do to them. They don't want to make a mistake.

Video Review Exercise: What Not to Do Each Style

Since we have enumerated what each style doesn't want and what their fears are, you should know that there would be definite things you should not do to each style.

Dominant style:

1. Don't _____
2. Don't _____
3. Don't _____
4. Don't _____
5. Don't _____

The dominant person is assertive and will make sure they are in control. They are saying, *"Don't even think about taking control."*

Influencing style:

1. Don't _____
2. Don't _____
3. Don't _____
4. Don't _____
5. Don't _____

The influencing person is always concerned about their image. They are saying, *"If you embarrass me, it's over."*

Steady style:

1. Don't _____
2. Don't _____
3. Don't _____
4. Don't _____
5. Don't _____

The steady person's feelings get hurt easily if they perceive they have been violated. They are saying, *"If you mistreat me or hurt my feelings, I won't deal with you."*

Compliant/conscientious style:

1. Don't _____
2. Don't _____
3. Don't _____
4. Don't _____
5. Don't _____

The compliant/conscientious person will not verbally say much, but non-verbally they will let you know, *"If you put me in a position to be wrong, look stupid, or make a mistake, I will make you pay for it."*

Video Review Exercise: Comparing Behavioral Styles

Below are groupings of four statements. Determine which one is **D** for Dominant, **i** for Influencing, **S** for Steady, and **C** for Compliant/conscientious. Each statement has only one answer. All four styles will be used in each grouping.

1. Which behavioral style would say?
 - A. ____ "I am accurate."
 - B. ____ "I get people around me to be loyal."
 - C. ____ "I rally people around me."
 - D. ____ "I take action."
2. Their work space is:
 - A. ____ Cluttered, disorganized, has a picture of someone
 - B. ____ Cluttered, disorganized, lots of distractions
 - C. ____ Formal, impressive, busy, organized
 - D. ____ Uncluttered, clean, very organized
3. What happens to each behavioral style when they become angry or pressured? They:
 - A. ____ Acquiesce (give in)
 - B. ____ Attack
 - C. ____ Become sarcastic
 - D. ____ Withdraw

-
4. Which behavioral style would think?
- A. ____ “Notice how well liked I am.”
 - B. ____ “Notice me.”
 - C. ____ “Notice my accomplishments”
 - D. ____ “Notice my efficiency”
5. What colors best describe each style?
- A. ____ Deep red
 - B. ____ Gray
 - C. ____ Light blue and beige
 - D. ____ Pastel and bright colors
6. What style makes you immediately feel?
- A. ____ Good
 - B. ____ Like a friend
 - C. ____ Pressured
 - D. ____ Unimportant

Lesson 18

How Behavioral Styles Handle Conflict

In this lesson we will explore how each style (both pure and natural) reacts in a conflict situation. There will be many times when knowledge of this information will deter a catastrophe. Being able to understand how that behavioral style is feeling and being able to treat that person in a way that makes them feel comfortable with will help soothe and calm the person you are dealing with and avoid the catastrophe.

Pure styles in conflict

The Dominant style is the only style that expects conflict. They think that they can overpower people so quite often they appear to be irrational. They see the conflict as a war, so they must either win or lose. They become aggressive because they think that they must win even if it is at the expense of their best interest. Second best is not an option for them. They may try logic and reasoning at first. If that doesn't work, they are just going to plow their way through, no matter what or who is in their way.



Seize and conquer are their thoughts. They will raise their voices, become aggressive and/or unload on someone. There are usually casualties that must be dealt with.

The Influencing style doesn't like conflict, especially in person. They think it brings negative attention and is embarrassing. Since this style tends to talk a lot, they use their speech as a weapon. They become sarcastic. What they say in anger is not thought out and can be very nasty. Sometimes what they have said is not as bad as they think it is. They believe it has done irreparable damage to the other person. They will often regret what they have said and be upset for days afterward.



The Steady style wants to avoid conflict at all costs. They will try to avoid it unless they are pushed into a corner. They want peace and harmony. They will usually defer to another person unless they have been bothered by something and feel they just can't take it anymore. They will eventually get to a point where they just explode in anger. The term for this is gunny sacking. This means that they have repressed their anger until (they think) they can't take it anymore. They will explode about something that sometimes will seem trivial to another person. Whatever is bothering them has internalized so much emotion that they can't stand it any longer.



The Compliant/conscientious style is another style that doesn't like conflict. This style will tend to withdraw or maybe even shut down when faced with conflict. When they are pushed, they want to use logic and overwhelm people with facts and figures. Sometimes they will hold back information in a passive-aggressive type behavior. They are saying, "Okay, I'll show you. Let's see what you can do without the information that I can provide."



Natural styles in conflict



The Dominant style will give you a chance to try new approaches if you use logic and reasoning with them. If they listen to you, you must make sure results are produced quickly or they will probably revert to their way again.

like people being angry with them. They will become more emotional than most of the styles.

The Influencing style carries their emotions on their sleeves. They don't



The Steady style is moderately paced and wants to be a part of the group.

They want to appease everyone so they will be the most democratic by hearing what each side has to say. They would much rather share ideas and make sure no one is being offended.



The Compliant/conscientious style wants to be correct so they want to stick to the facts. For them, this is how the best plan can be put together. If there isn't any support or agreement, going back to the facts to get more proof and evidence is the way they want to resolve their conflicts.



Lesson 19

Conflict Comparison Chart

The following charts will summarize all the information you need to understand what each behavioral style does when they are in conflict.

In the upper left hand side, you will see the “D” for the dominant behavioral style. In conflict, they tend to be demanding. Their goal is for a total victory. They become aggressive and autocratic. They create win/lose outcomes. They can become quite rigid and refuse to bend. They want to overpower the opposition with force

Demand

Goal: Victory

- Aggressive & autocratic
- Win/lose outcomes
- Refuses to bend
- Overpowers with force



The “I” Influencing behavioral style is in the upper right hand corner. They are very expressive. They want acknowledgement. They want to be heard. In conflict, they will try to gloss over tension initially. They will verbalize their feelings impulsively. When things get heated, they will attack someone personally.

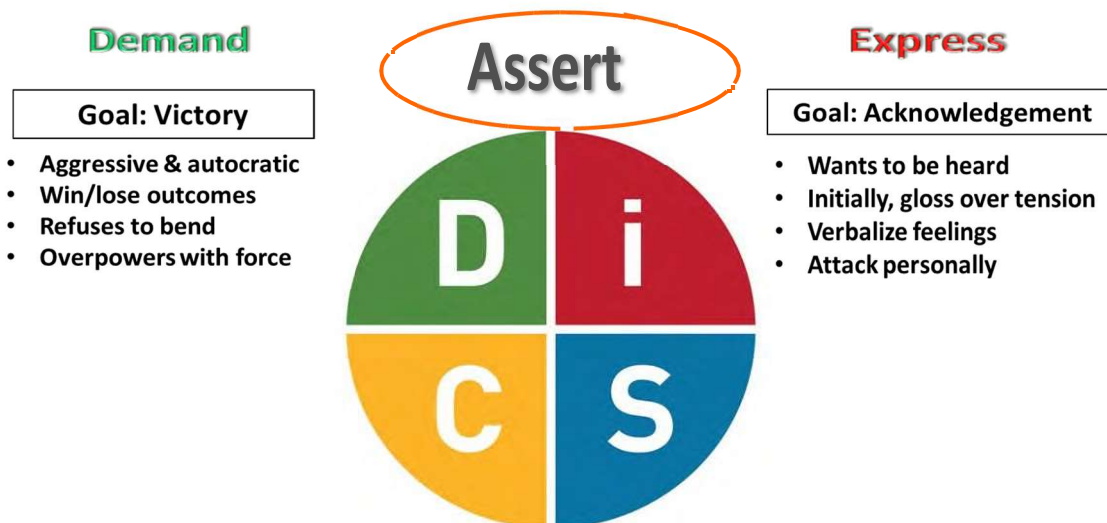
Express

Goal: Acknowledgement

- Wants to be heard
- Initially, gloss over tension
- Verbalize feelings
- Attack personally



The entire upper hemisphere of the chart shows the two styles that are most assertive, the dominant and influencing styles. They assert because they feel that they control their environment. They are fast paced. They want action.



The steady style is in the lower right quadrant. They want to comply. Their goal is harmony. They avoid aggression. They want to save relationships. They accommodate others. Their feelings simmer under the surface.



You will notice the right side of the hemisphere has both the influencing and the steady styles; both focus on their feelings. For them, the person rather than the task is more important.



Express

Goal: Acknowledgement

- Wants to be heard
- Initially, gloss over tension
- Verbalize feelings
- Attack personally

Feelings

- Avoids aggression
- Save relationships
- Accommodates
- Simmers under the surface

Comply

The Compliant/conscientious style is found in the lower left quadrant. They withdraw from conflict. Their goal is justice. They become defensive. They strategize in a controlled fashion. They are passive-aggressive. They try to overwhelm with logic and facts.

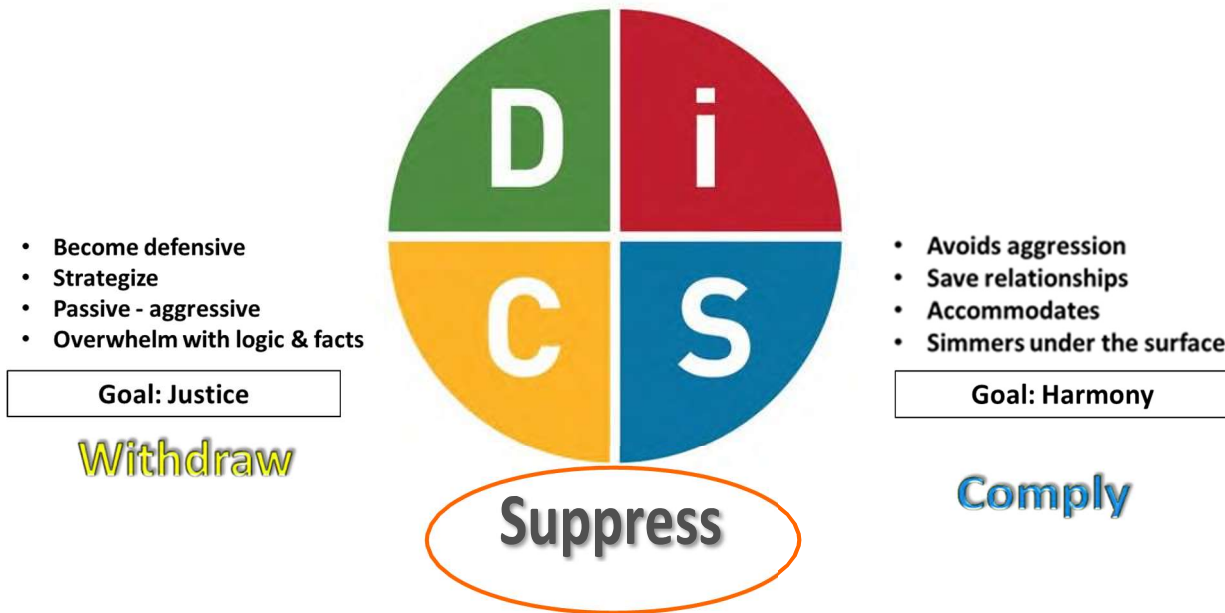


- Become defensive
- Strategize
- Passive - aggressive
- Overwhelm with logic & facts

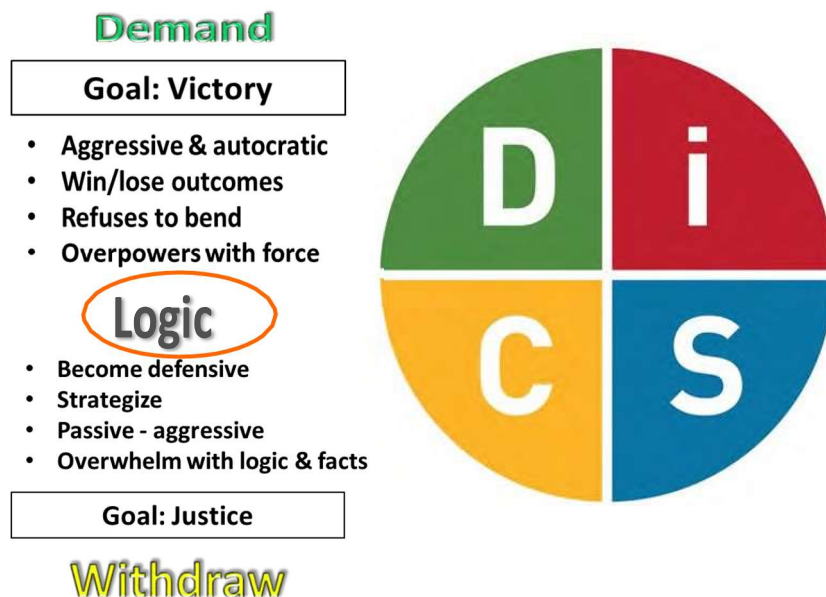
Goal: Justice

Withdraw

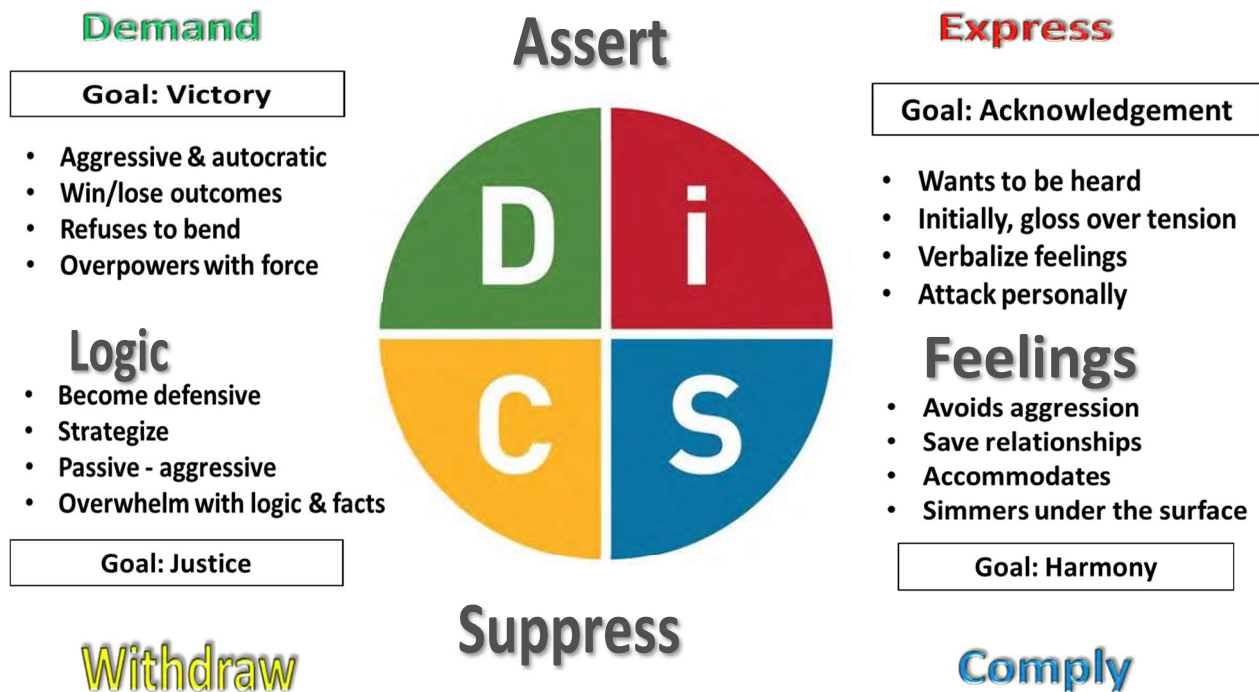
If you look at the bottom hemisphere of the chart, you will see that the compliant/conscientious and steady behavior styles tend to suppress their feelings. They don't feel they control their environment. They are more moderately paced. They usually won't initiate an action.



The left hand side of the hemisphere shows the word logic. Both the dominant and compliant/conscientious styles focus on logic. For them, getting to the task is more important than how someone feels.



This chart with all its pieces and parts combined will be one of your best tools to use. Study the chart carefully to understand how the behavioral styles handle conflict.



Lesson 19: Exercise #1

Answer each question with the appropriate initial for each behavioral style.

1. When in conflict, which behavioral style:
 - A. ____ Wants to help make everyone work together
 - B. ____ Wants to try to disguise the problem so it doesn't seem bad
 - C. ____ Wants to take control of the problem
 - D. ____ Becomes defensive, but has a plan
 - E. ____ Wants to win at all costs
 - F. ____ Gives in to someone if they think they know more than they do
 - G. ____ Tries to pull out all the facts and figures for everyone to see
 - H. ____ May become sarcastic
 - I. ____ May shut down and not give any information
 - J. ____ Wants to make sure everyone hears what they have to say
 - K. ____ Won't say much for a while, then yell at someone in their defense
 - L. ____ Won't give in to others suggestions
2. Which two behavioral styles want to get to the task first?
____ and ____
3. Which two behavioral styles cares about the feelings of others first?
____ and ____
4. Which two behavioral styles will want to initiate a plan and do it quickly?
____ and ____
5. Which two behavioral styles will want someone else to take action first?
____ and ____

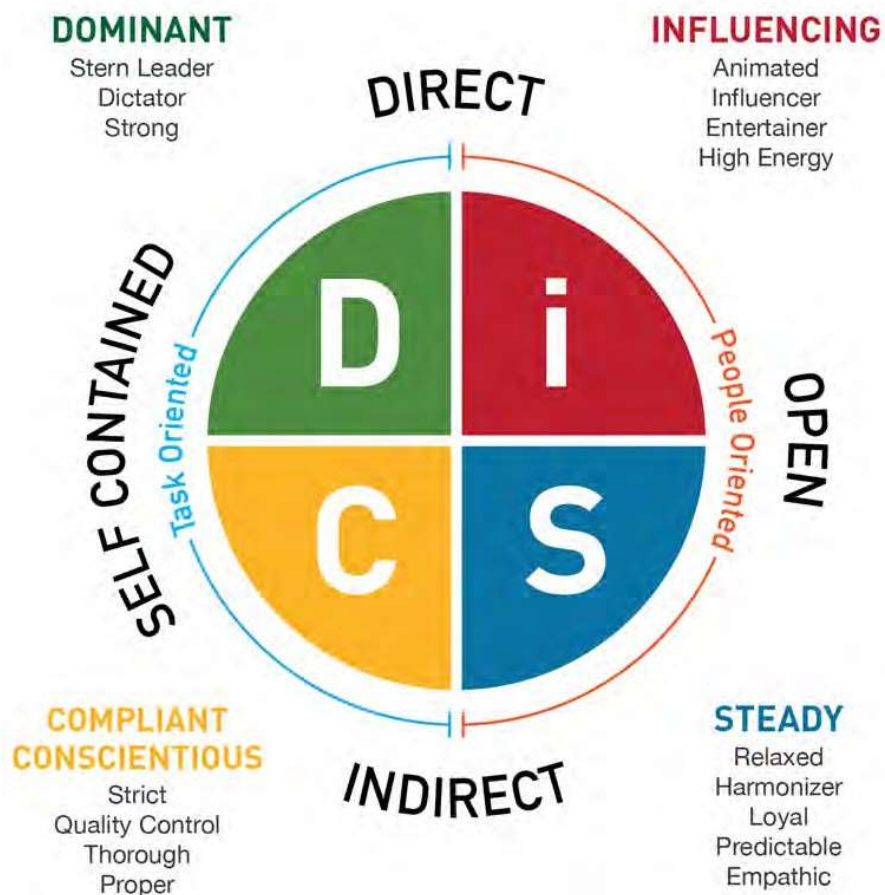
Lesson 20

Relating the Four Behavioral Styles

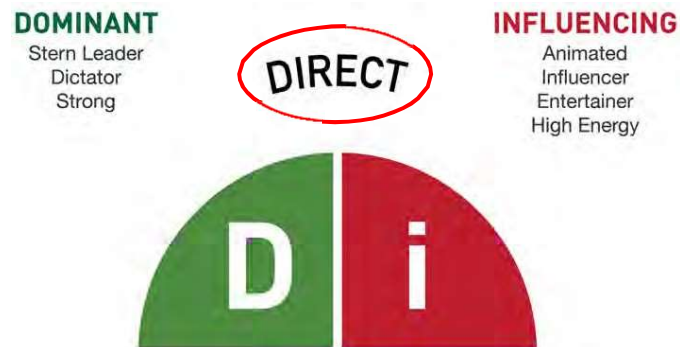
You have learned many characteristics for each of the behavioral styles. As you become aware of the differences in people, you will be able to adjust your own behavior to give each behavioral style what they want. This should be your ultimate goal. If you can make everyone you meet feel comfortable and at ease with you, how much respect would that bring?

Our ultimate goal is to bring that respect and appreciation of a person's differences to everyone we meet whether they be family members, friends, associates, supervisors, customers, or even strangers. To treat someone in a way that they feel most comfortable is the highest compliment you could ever give someone.

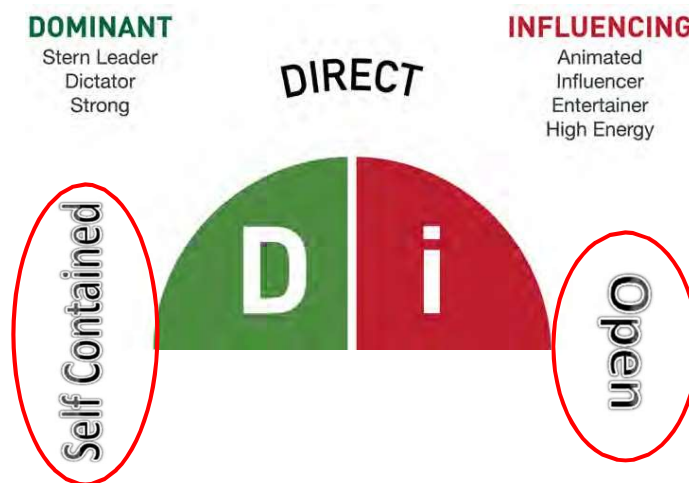
Now it is time to explore where and how each behavioral style relates to each other. This chart will help explain how behavioral styles share some characteristics and also which characteristics are completely opposite each other.



The Dominant and Influencing styles are both direct. This means that they say exactly what they mean. They get right to the point. They tell you what is on their mind.



The Dominant and Influencing styles are completely opposite each other because the Dominant person is self-contained and the Influencing person is open. The "D" doesn't want to tell you how he feels personally. The "i" can't wait to tell you all about themselves.



What this means is that both have high energy and will make quick decisions. The Dominant person will be cold and impersonal while the Influencing person will be very friendly.

The Dominant person will:

- Command something rather than ask
- Tell you exactly what to do without politeness
- Concentrate on the task and not notice you
- Be anxious to get the job done with little wasted time

The Influencing person will:

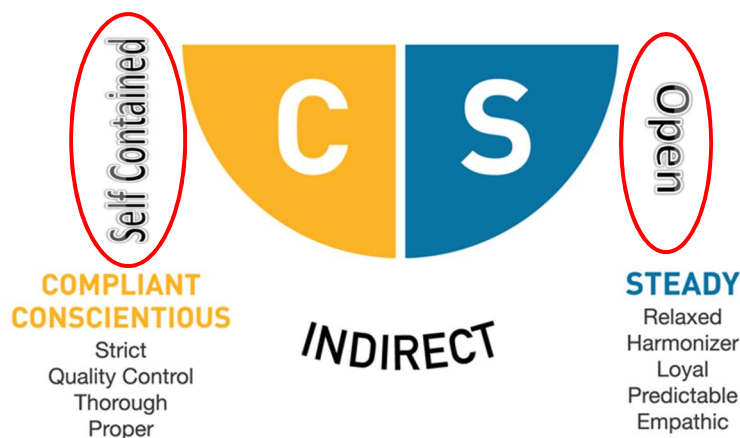
- Want to impress you
- Try to loosen you up to cooperate with them
- Consider their image first
- Interact with others first, then begin to work on the task
- Want to do whatever is fun first

These two styles will clash because the lightheartedness of the “I” aggravates the “D” and the intensity and seriousness of the “D” is just unimaginable to the “I.”

Now let’s compare the Steady and the Compliant/conscientious styles. These two styles are indirect in their behavior. They won’t come up to you first, they won’t get in your face, and they will usually wait for others to approach them. They will not initiate a topic head on but are more evasive and subdued.



The Compliant/conscientious person is self-contained and doesn’t like to show personal feelings. They are difficult to read because they appear to have little demonstrable emotion. The Steady person is friendly and open. They are open to share their feelings, but only once someone else has broken the ice (because they are also indirect).



This means that neither the Steady or Compliant styles will walk up to you first. You must take the initiative to get a conversation going. The Steady person will talk but the Compliant/conscientious person will be harder to get to know. They take a long time to warm up to someone, but they usually open up once they get to know you.

The Steady person will:

- Enjoy getting to know someone
- See if they can make a connection
- Want to make a friend
- Try to safeguard others from any unhappiness
- Apologize for everything, even if they aren't responsible

The Compliant/conscientious person will:

- Take little interest in other people's lives
- Concentrate on the task at hand
- Respond to you if you can help produce quality and precision
- Want evidence and third party endorsements

In summary:

The Dominant and Influencing styles are:

- Directing
- Fast acting
- High risk takers
- Verbal
- Competitive

How will you tell the difference between them when you meet them?

The Dominant person will not be very friendly and they will try to command a situation immediately. They want to get right to the task because they are fast paced and direct. They will push you and not think twice about being rude, if necessary, to accomplish the task. There will be very little small talk or any care about feelings or personal issues. They are there to get the job done.





The Influencing style is also direct, but very friendly. They will come up to you and try to make friends. They will also want to command the conversation. They will talk about personal stories or jokes. They want to get to know you. They want decisions made quickly, but there should be some fun included in any discussion.

The Steady and Compliant behavioral styles are:

- Inquisitive
- Slow acting
- Low risk takers
- Non verbal
- Cooperative

How will you tell the difference between them when you meet them?

The Steady style is distinctly different. Although they are indirect and you have to approach them first, once you do, they are very open about themselves. They are ones who want long term relationships. They are moderately paced and will allow you to direct them. Their focus is more on the connection they have with people rather than the task. They are loyal and are the most supportive of the styles.



The Compliant/conscientious style is also indirect, so you have to approach them first. They are more self-contained than any other style which means you will have to work hard at getting information on how they feel about a given topic. They are very precise, accurate and very task oriented. There will be very little warmth coming from this style until they begin to trust you. This is hard to accomplish with them because they are the least trusting of all styles. Initially it will feel very awkward to talk to them. You will have to do the

majority of the talking at first. Be prepared to answer many questions.

Lesson 20: Exercise #1

Answer each question with the appropriate initial for each behavioral style.

Which behavioral style will?

1. ___ Come up to you with a big smile and ask how you are doing first
2. ___ Give you a slight smile and wait for you to say hello
3. ___ Come up to you determined to get down to business
4. ___ Wait for you to say hello without much expression
5. ___ Want to make a decision quickly
6. ___ Want to tell you a story before they make their decision
7. ___ Want to talk about your family, the decision can wait
8. ___ Ask you questions about some details of the project before making a decision
9. ___ Make sure they include you in a group if you don't know anyone
10. ___ Not bother to include you in a group because they didn't really notice you
11. ___ Not bother to include you in a group because they don't know you
12. ___ Try to include you by getting someone in the group to acknowledge you
13. ___ Usually be considered awkward
14. ___ Usually be considered rude
15. ___ Usually be considered enthusiastic
16. ___ Usually be considered very friendly

Review Exercise: How to Quickly Identify Behavioral Styles

Four questions to ask yourself:

1. **Are they fast paced or moderate paced?**

You can readily see who makes a decision quickly and who you feel you have to pull along or gently nudge to get a decision made.

2. **Are they direct or indirect?**

You can tell if someone is coming right up to you, hand outstretched to shake yours, with a smile or without a smile, or are they looking down at their feet, leery to make eye-contact, or hanging back until you approach them.

3. **Are they open or self-contained?**

This is easily identified in the initial conversation. They are either sharing their feelings easily and caring about you, or they are talking about just business and not making very much small talk.

4. **Are they task oriented or people oriented?**

Again, this is easily identified and corresponds with the above question. They are either more concerned with what must be accomplished, or they are asking questions about you, your family and how you are feeling. Circle the best answer.

1. Is the Dominant style?

- A. Fast paced or moderate paced
- B. Direct or indirect

- C. Open or self-contained
- D. Task oriented or people oriented

2. Is the influencing style?

- A. Fast paced or moderate paced
- B. Direct or indirect

- C. Open or self-contained
- D. Task oriented or people oriented

3. Is the Steady style?

- A. Fast paced or moderate paced
- B. Direct or indirect

- C. Open or self-contained
- D. Task oriented or people oriented

4. Is the Compliant/conscientious style?

- A. Fast paced or moderate paced
- B. Direct or indirect

- C. Open or self-contained
- D. Task oriented or people oriented

Lesson 21

Theme of Each Behavioral Style

What drives each behavioral style? In answering this question, we will talk about the overriding theme and the essence of each style. We will also identify what each style trusts and what each style hates.

For the Dominant person, the emphasis is on shaping the environment by overcoming opposition to accomplish results. The three key words that describe this style are: **Shape-Overcome-Accomplish**.

If a Dominant person cannot accomplish the results they want, it will drive them crazy. They will be in “attack mode” with anyone or anything that stands between them and those results.



For the Influencing person, the emphasis is on shaping the environment by bringing others into alliance to accomplish results. The three key words: **Shape-Alliance-Accomplish** describe this style.

Can you see the difference between the Dominant and Influencing styles? It is normal for the Influencing people to want people around them. They are the cheerleaders and the promoters of the group. They want to rally people behind them to accomplish their result. They also want acknowledgement for the result. The Dominant person doesn't care if someone follows them or not, they are going to accomplish their result any way they can. They can handle anything on their own.

For the Steady person, the emphasis is on shaping the environment through cooperation with others to accomplish the task. The three key words that describe this style are: **Shape-Cooperation-Accomplish**.

The steady person wants harmony. They won't use force or persuasion. They are accepted by others because they are not a threat. They want to trust people and they avoid doing anything that would hurt another person.





For the *Compliant/conscientious person*, the emphasis is on shaping the environment by careful planning and meticulous execution to promote quality. The three key words: **Shape-Execution-Quality**, describe this style.

They work tirelessly on the task and will continue to work on the task to improve it. No detail is too small if it accomplishes the result they want. They are more comfortable with facts and figures than they are with people.

What each style trusts and hates

The Dominant person trusts:

- Power to control circumstances
- Confidence to see a task through
- Straight talk with no sugar coating, politeness, or unnecessary commentary



The Dominant person hates:

- Weakness

The other three styles don't understand the dominant style. The other styles want to be polite, they want to give details, they want to want to persuade. The dominant person doesn't have time for niceties.



The Influencing person trusts:

- Excitement
- Enthusiasm
- Possibility
- Creativity

The Influencing person hates:

- Boredom

This style has imagination and wants to make the world exciting and beautiful. They wouldn't want to live in a totalitarian country where everything is drab and gray. They want vibrant colors and for everyone to be fun and to have fun.

The Steady person trusts:

- Genuine interest
- Warm, loving conversation
- Proven results



The Steady person hates:

- Insincerity
- To be pushed or taken for granted

Although this style would much rather get along with everyone, they are not pushovers. Don't dismiss their offer to get to know you on a personal basis and don't criticize another person, company, or group. This is very insensitive and ungracious to them.



The Compliant/conscientious person trusts:

- No one automatically, trust must be earned over time

The Compliant/conscientious person hates:

- To be pushed
- Lied to

They are the hardest to get to know. They don't trust people who have a vested interest in the outcome, such as a salesperson.

You can earn their respect if you are professional, polite, prompt, and prepared. You must take your time with the compliant person so they feel that they have everything right in their mind.

Lesson 21: Exercise #1

Answer the following questions with the appropriate initial for each behavioral style.

1. Which behavioral style wants to?
 - A. ____ Overpower anyone or anything to accomplish results
 - B. ____ Execute rules and procedures to accomplish results
 - C. ____ Cooperate as a team to accomplish results
 - D. ____ Form alliances to promote ideas to accomplish results
2. Which behavioral style trusts?
 - A. ____ A person that will give them proven results
 - B. ____ A person that has creativity and high energy
 - C. ____ A person that has a specific plan to implement
 - D. ____ A person that will answer questions and details of a project
3. Which behavioral style hates?
 - A. ____ A person that is unorganized and not logical
 - B. ____ A person that criticizes another department for mistakes
 - C. ____ A person that goes over facts and figures for a long period of time
 - D. ____ A person that they can intimidate
4. Which behavioral style will?
 - A. ____ Yell at someone for not doing their job
 - B. ____ Offer assistance to complete a job that isn't done
 - C. ____ Give some creative ideas to help you get the job done
 - D. ____ Show you the procedure the company expects to finish a job

5. Which style should not be?

A. ____ On an assembly line

B. ____ A designer who must talk to many customers promoting ideas

C. ____ A competitive salesperson in a store that depends solely on commissions

D. ____ A customer service representative who must listen to every details of complaints

6. Which two behavioral styles would be highly upset if you were late?

____ and ____

7. Which two styles would be interested in why you were late?

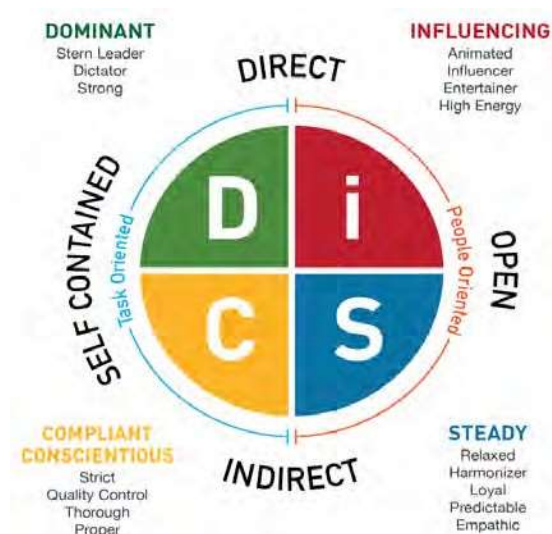
____ and ____

Lesson 22

How Does Each Behavioral Style Make Decisions?

You deal with people every day. Sometimes you are trying to influence them and sometimes they must make a decision with you. It is critical to know what they will base their decision on. This is especially crucial in sales, but it is just as important if you are trying to decide daily matters such as: where you want to go for dinner, what movie you want to see, where you want to go on vacation, etc. It is important to know how each behavioral style “buys into” the information, or how they buy.

This chart is not new. It is important to review since it summarizes the characteristics of all four behavioral styles. Seeing it again will make it easier to cross reference each style without going back to a previous chapter.



The **Dominant** person makes decisions quickly. They don't need much detailed information. They ask three questions:

1. **What will it do for me?** They want to know the benefits up front without the details so they can evaluate whether they should even bother.
2. **How much is it?** Or, what is it going to cost me in time, energy, resources, or money? They want to know right away if this is something they can afford. If it isn't in the right range, they don't want to waste their time.
3. **When can I have it?** Time is always an important factor to this style. They need to get things done immediately. Knowing the implications of how much time things will take is a key question.

For the dominant person, it is important to get to the bottom line. They don't care who else has it or uses it. They love things that are innovative and the newest technology especially if it promises quick results. They also love quality. Getting them to think it is cheaper or a "better deal" is not important to them. They want things that will work and perform well. Using logic to make credible arguments will be your best possible course of action to use with them. If there is a disagreement, hold your position, they respect that. With them, you don't have to be diplomatic. As long as it handles the task quickly they will be satisfied.



The **Influencing** person's approach is very different from the dominant style. They always ask two questions:

1. **How is this going to make me look good?** Their image is the priority for them. Looking good is an important element in their decision making process.
2. **What important people have or have done this same thing?** If an important person possesses something or has done something that they are considering, it is pretty much a done deal for them. They want to impress others.



Remember, the bottom line for them is that they want attention and to have fun. They thrive on having impressive possessions, telling the best stories, being the most fun or making good impressions at work. They need to be liked and admired by others. Since they want to elaborate on everything they talk about, the dominant and compliant/conscientious styles have limited patience for this style.

The **Steady** person is personal about everything. They usually have one question that is important to them:

1. **How is this going to improve my life personally?** They are focused on issues such as safety, well-being, and health for themselves and others.

First, the steady person must like you, or they will not do business with you. They have to be comfortable with you and feel that people are important to you as much as they



are to them. The interaction is more important to them than the end result. They want to get to know you and connect with you. When they feel that connection, then they will trust you.

You must respect their feelings and be loyal to them. Then you will have a best friend for life. The steady person must feel that they feel comfortable enough that they could invite you into their house. Then they can deal with you.

The **Compliant/conscientious** person is very discerning and particular. They usually have one question, but it is a difficult one:

1. **Given all the options and information available, is this the very best choice to make?**

They are deliberate and methodical in their approach. They ask detailed questions looking for specifics, details, data, proof, evidence and third party endorsements.



They do not trust or accept another person's information. They want proof and more proof. They are not swayed by emotional pleas because they want the facts, and only the facts. They must collaborate and verify everything. They would never want to be in a position to make a mistake. That is their worst nightmare. Their decision making process is designed to ensure against that. That is the reason that they are the hardest group to work with.

Each style is distinctly different. Learning how to adjust to each style and the way they work through a decision will bring you amazing results. As you adjust to the differences in each style, you will be able to resolve issues in the most amicable way. When the different behavioral styles feel that respect, they will be willing to listen to what you have to say with open minds.

Lesson 22: Exercise #1

Answer each question with the appropriate initial for each behavioral style.

1. Which behavioral style will?
 - A. _____ Want to tell you about someone they know
 - B. _____ Ask about your family
 - C. _____ Ask when something can be completed
 - D. _____ Ask for some details about a project
2. Which behavioral style?
 - A. _____ Doesn't trust you
 - B. _____ Wants to trust you
 - C. _____ Wants you show them logic
 - D. _____ Wants you to show them you are creative in your thinking
3. Which behavioral style?
 - A. _____ Would want to know how much something is going to cost
 - B. _____ Would want to know if they could make the right decision with all you
_____ have told them
 - C. _____ Would want to know if a decision would be right for their family
 - D. _____ Would want to know if their neighbors would be impressed
4. Which two behavioral styles would not want you to connect personally?
_____ and _____
 - 4a. Which of the above behavioral styles is going to give you the hardest time to
get to know them?

 - 4b. Which of the above behavioral styles must you stand up to?

5. Which two behavioral styles want you to connect personally with them?

_____ and _____

5a. Which of the above behavioral styles will want you to flatter them?

5b. Which of the above behavioral styles will want you to ask about their family?

Lesson 23

Perception of Behavioral Styles

It is important to consider the perception of each behavioral style. This presents two completely different views. How do the behavioral styles perceive themselves and how do others perceive them? There could be two completely different representations that are observed.

The Dominant person may view themselves as being:

- Confident
- Sharp
- Professional
- Direct
- Forceful
- Adventuresome
- Focused



Others might view them as:

- Rude
- Opinionated
- Bossy
- Intimidating
- Egocentric
- Demanding
- Unapproachable



The Influencing person may view themselves as being:

- Entertaining
- Persuasive
- Expressive
- Creative
- Inspiring
- Enthusiastic
- Positive



Others might view them as:

- Too Nice
- Too Soft hearted



- Too talkative
- Scatterbrained
- Irresponsible
- Impulsive
- Self-promoting
- Lacking follow through

The Steady person may view themselves as:

- Caring
- Loyal
- Team player
- Laid back
- Amiable



Others may view them as:



- Too compassionate
- Pushovers
- Weak
- Insecure
- Complacent
- Predictable
- Resistant to change

The Compliant/conscientious person may view themselves as:

- Accurate
- Systematic
- Effective
- Efficient
- Politically correct
- Dedicated



Others may view them as:



- Too uptight
- Perfectionist
- Too rigid
- Dogmatic
- Stubborn
- Restrained

Lesson 24

How Can Each Behavioral Style Be More Effective?

You should know your behavioral style and how it compares with the characteristics of other behavioral styles. You know that adjustments must be made to your behavior to be able to deal more effectively with other behavioral styles. What adjustments must be made for each style to be more effective?

The Dominant style

1. The Dominant person needs to become more patient with other people. They are always in a rush and they tend to underestimate the time it actually takes to do something. Most people operate slower than this style so they must take the time to let people catch up with them.
2. They must realize that other people are capable and can contribute to the task. They tend to take on too much. They try to take on more projects and tasks that one person could handle. They can easily get burned out because they are so task driven. If they try to let others help with a task they will find that people are willing and capable.
3. They must learn to tone down their directness and ask more questions. If they would take the time to ask people, they might find out what knowledge, experience, expertise, and ideas people have.
4. They must learn to be more approachable and encouraging. Since this style is direct, they must understand that working on body language and communication techniques that show they are approachable is important. They must adjust to take the time to be polite and show some caring in dealing with others.



The Influencing style

1. The Influencing style must listen carefully. A crucial part of communication is listening. This style must take the time to realize that “ME” is not the most important consideration all the time. They must listen to what someone else has to say and concentrate on what that person is saying to improve on interacting with others. They must learn to listen more and talk less.



-
2. They must become more organized. This style needs to understand that there are times when they must focus on the matter at hand and try to limit distractions that they find enjoyable. Some situations require a more direct approach, and likewise there are appropriate times for a more relaxed atmosphere.
 3. They must pay more attention to detail. The other styles need to have concrete facts and some want proof. This style must make sure that they curb their more expressive and creative “gut” feelings to reassure the other styles.

The Steady Style

1. The Steady style must become more assertive and direct. This style usually will not speak up for fear that they are not knowledgeable as others. They must realize their potential and they must learn to verbalize what they can do.
2. They must cope better with change. This style is usually satisfied with the status quo. They must realize that change is not always a bad thing or something to be fearful of. Change may improve their lives, but first it must be given a try.
3. They must reduce the burden of other’s problems. Too often this style wants to make sure that everyone is agreeable with everything. This cannot always happen in the workplace, at home, or even with other activities. They cannot keep thinking that they are responsible for everyone getting along with each other.



The Compliant/conscientious style

1. The Compliant/conscientious style must learn to accept differences. They have to learn to bend. A suggestion isn’t necessarily a criticism, but a different way of doing things. There is a time and place for rules and procedures and times when you can be a more lenient.
2. They must learn to be more open. Since this style is a stickler for details and procedures, they must remember that most styles are not. They need to “lighten up” a little and give others personal attention before they begin a task.
3. They must focus on communication. This style is more comfortable doing the research rather than communicating to others. They must learn that people are more comfortable and open to you when you can communicate freely.



Lesson 25

How Does Each Behavioral Style Receive Information?

Our daily activities involve receiving all kinds of information, some that is expected, some that is unexpected, some that is new, some that is good, and some that is bad. Each behavioral style receives and handles this information differently.

It is important to realize how each style receives negative information because this will threaten their world. You must anticipate their reaction.

The Dominant style

The Dominant style doesn't need you to be diplomatic or polite. They want the information forthright. They don't want any embellishments or for you to disguise the information. When you have problems that need solved, you better come with some solutions to the problems to make an impression.

Remember what the Dominant person fears:

- Loss of control of their environment
- Being taken advantage of

You must also remember how they react and be prepared for:

- Blunt, demanding approaches
- Lack of empathy
- Insensitivity
- Not much social interaction



They will still appear to be:

- Very confident
- Decisive
- Willing to take a risk and be wrong rather than do nothing

Remember what they want:

- Results

The Influencing Style

When the Influencing style is given negative information, they might still want to laugh it off at first and seem to not take it too seriously. They don't want to think too hard about a situation.

Remember what the Influencing person fears:

- Being socially rejected
- Being disapproved of
- Not being able to influence others

You must also remember how they react and be prepared for:

- The need to be noticed
- Overestimating themselves and others
- Exaggerations or build up
- Susceptibility to rejection
- Sarcasm

They will still appear to be:

- Enthusiastic
- Charming
- Sociable

Remember what they want:

- Recognition



The Steady style

The Steady style prefers for you to give them the negative information gently but directly. They prefer that nothing is held back and all the information is presented clearly to them. They will be able to sort things out, but they need time to make sense of everything.

Remember what the Steady person fears:

- No stability
- The unknown
- Change
- The unpredictable

You must also remember how they react and be prepared for:

- Resistance to change
- Difficulty identifying priorities
- Difficulty with deadlines
- Concern for colleagues

They will still appear to be:

- Patient
- A team player
- Calm
- Stable



Remember what they want:

- To connect

The Compliant/conscientious style

The Compliant/conscientious style is so task oriented that if they have to receive negative information, the best thing to do is to just give them the facts. They can process the facts and try to find a procedure or method to solve the problem.

Remember what the Compliant /conscientious person fears:

- To be wrong
- For things to be unsystematic
- Not following rules or procedures



You must also remember how they react and be prepared for:

- Being uncomfortable with ambiguity
- Resistance to accept information that is unproven
- The desire to double check everything
- Little interaction with others

They will still appear to be:

- Diplomatic
- Cautious
- Precise
- Restrained

Remember what they want:

- To be correct

What about information from a new source? How do the behavioral styles accept this information?

The Dominant style

This style will ask a lot of questions to assess the situation. Once they understand what is presented to them they will readily make a plan and a decision. The decision may be right or wrong, but because this style feels compelled to make a decision they want to make it now. They want to see results and progress.



The Influencing style



The Influencing person wants to draw from the messenger of the information. It is important to see who you are, how you are saying this, what type of information you are giving, and how does this fit into the context of what we are working on. They would be very concerned with not only how the other person feels, but also how they feel. They are very open to both sets of feelings.

The Steady style

This style relies on trust with everyone. They feel that they should trust everyone because they haven't given them any reason not to. It is important that when you do interact with a steady person that you are meaningful and transparent because the worst thing you could do is violate their trust.



The Compliant/conscientious style



The Compliant/conscientious style is so skeptical. They must verify and substantiate everything with numerous questions. They can develop a whole procedure on how to accept new information quickly and efficiently. Every step will be fact checked and verified so that the end result can be validated.

Lessons 23–25: Exercise #1

Answer each question with the appropriate initial for each behavioral style.

1. If you were in a meeting which behavioral style would say?
 - A. ____ “I think we should collaborate our ideas.”
 - B. ____ “I think this would make us look the best.”
 - C. ____ “I think we must follow past practice.”
 - D. ____ “Let’s get going on this so we can get it done.”
2. If you were at a party which behavioral style would?
 - A. ____ Be watchful of the people around them
 - B. ____ Hang back, but give you a slight smile
 - C. ____ Not approach anyone
 - D. ____ Talk to as many people as possible.
3. If you were in an argument where a decision needed to be made which behavioral style would?
 - A. ____ Try to make light of the matter
 - B. ____ Be the most caring
 - C. ____ Would likely say something offensive
 - D. ____ Just shut down and keep the information to themselves
4. If someone had a child on a baseball team and the child was pitching, which behavioral style would say?
 - A. ____ “You can do it buddy, you got ‘em, no sweat.”
 - B. ____ “Get done, get it right.”
 - C. ____ “Remember hit the glove.”
 - D. ____ “Let’s go buddy, take your time, relax.”

5. Which behavioral style is viewed as?

- A. ____ Too rigid
- B. ____ Too compassionate
- C. ____ Too impulsive
- D. ____ Too intimidating

6. Which behavioral style thinks they are?

- A. ____ Creative
- B. ____ Direct
- C. ____ Laid back
- D. ____ Efficient

Lessons 23–25: Exercise #2

Identify at least two adjustments each behavior style must make to their behavior.

1. Dominant

A. _____

B. _____

2. Influencing

A. _____

B. _____

3. Steady

A. _____

B. _____

4. Compliant/conscientious

A. _____

B. _____

Answer each question with the appropriate initial for each behavioral style.

5. Which behavioral style fears?

A. ____ Being rejected

B. ____ Being wrong

C. ____ Being taken advantage of

D. ____ Having to deal with change

6. Which behavioral style appears to be?

A. ____ A risk taker

B. ____ Restrained

C. ____ Calm

D. ____ Engaging

7. When getting new information, which behavioral style:

A. ____ Is the most skeptical

B. ____ Wants to know about the information and the messenger

C. ____ Will ask questions to assess the situation

D. ____ Will be the most trusting

Lesson 26

Strategies in Influencing Each Behavioral Style

If you are in sales, this section will be extremely valuable to you as you meet with each of the four behavioral styles. If you are not in sales, you should understand that every human interaction could be considered a sale. Basically you are trying to influence another human being in order to help them or gain their cooperation. In essence, that is what a sale is.



When meeting a person for the first time, the most conservative strategy is to adopt a friendly, compliant/conscientious demeanor. What that means is that you should approach people respectfully and cautiously so as not to offend any of the four styles. Once you have properly identified the specific behavioral style you are facing, you can adjust your demeanor to mirror their style.

A key concept to understand is the concept of mirroring. What this means is that you must reflect back the behavior that the other person is showing you. If they are quiet, then you should be quiet. If they are joking and laughing, then you should adopt a light hearted demeanor. If they are loud and pushy, then you must not back down and you must match their tone of voice. It may seem rude at first, but by mirroring another person's behavior, you are paying them a compliment by treating them the way they like to be treated. You know now, that anyone you meet will basically fall under one of four distinct patterns.

We are going to identify the best strategies necessary to relate to each of the behavioral styles so that they join or support your agenda.

The Dominant style

The Dominant person wants others to be direct, forthright, and ready to help them attain the results they need.

1. Never appear too eager or desperate. This looks like a sign of weakness to the Dominant style. They hate weakness so this will definitely offend them. You are there to convince them of the information that you have and can support the information necessary to make a decision.



-
2. Give them the bottom line and work backwards. This style needs to know up front what they are dealing with. If it is of interest to them or it helps them attain results, then they will take the time to understand the details.
 3. Limit small talk. It is important to stick to the topic since the dominant person is so task oriented. They don't want their time wasted with any extraneous information or small talk.
 4. Respect their need for autonomy. Once you know what they need, anything that shows your competence or what you can provide to help achieve their results and goals are what this style is interested in. If you present this proficient demeanor to them they will listen to you and be agreeable to moving forward with your suggestions or ideas.

The Influencing style

The Influencing person wants people to be friendly and extremely honest. They want another person to recognize their accomplishments or what they can contribute to a situation.

1. Create a personal relationship initially upon meeting them. They tend to be more informal than the other styles so being relaxed and keeping the conversation light will make them feel comfortable. The whole interaction is important to them.
2. Acknowledge any accomplishments, recognition, or personal mementos. They are so image conscious that this type of reinforcement to them is very beneficial to you.
3. Emphasize the intangibles of your proposal or argument. They are creative so paint a picture in their mind of what life could be like if they move forward. Using humor and incorporating excitement and fun will help in dealing with this style. Remember they rely on their feelings, so if they feel positive they are going to feel more receptive to listen to people who will help provide that positive feeling. It is important though, when necessary, to provide them with written details of matters that you talk about so that everything is clear to them. They totally enjoy the fun, but they aren't stupid so they will want definitive representation of what was discussed.



-
4. Show them how moving forward with you will help satisfy or benefit others. Remember people, not the task is more important to them. If something also makes them look good it is a win-win deal for them.

The Steady style

The Steady person wants others to be cooperative agreeable and appreciative of others.

1. Demonstrate a sincere interest. They must feel that you care about them as a person first. You must provide a consistent and secure environment for them as you discuss information with them. Show appreciation for what they do and what others who are associated with them provide.
2. Be patient and let them adapt slowly to change. They take a while to warm up to you since they are moderately paced. Be systematic in your approach to them. Once you have established trust with them they will be open to your information.
3. Demonstrate how your proposal, idea, or product can be trusted. They trust the tested and true so you will have to show proof of your suggestions. Steady people keep looking for ways to trust what you say and trust you as a person.
4. Limit the amount of analysis when you are going over the essential details of your proposal. This style may become flustered or overwhelmed by too much information so break it down into smaller, more defined amounts.



The Compliant/conscientious style

The Compliant/conscientious person values accuracy, they want details, and they like minimal socializing. The facts and figures speak for themselves.

1. Help them discover factors within their own organization or sphere that may increase their security. You must show them clear, precise, focused information. If you help them understand that they will be facing risks if something isn't done or that there may be a negative outcome they will listen to your information.



-
2. Follow this up by emphasizing your willingness and ability to diminish risk. If you can help a compliant person avoid a mistake, you will be held in high regard.
 3. Mention past experiences providing the same solution and past satisfaction with the results. This style is always looking for third party endorsements and evidence of your credibility. If you show that you have demonstrated loyalty and dependability to others this will provide the Compliant/conscientious person with solid evidence.
 4. Provide evidence that you are reducing risk. They are so fearful of being wrong. Remember this course of action has to make sense to them and it should provide the best possible solution that can be found.

Lesson 27

Conclusion

The key points to remember when understanding the differences in behavioral styles are:

- The perception of our environment determines each person's behavioral style.
- There are four behavioral styles: Dominant, Influencing, Steady, Compliant/ Conscientious.
- Our behavioral style is kept throughout our lives.
- We all carry characteristics of each style, but two of the styles appear stronger and two appear weaker.
- To influence a person effectively you must identify their behavioral style and treat them as they prefer to be treated.

Facts to remember about each style:

Dominant style

How will you identify them? They:

- Want results.
- Are direct.
- Are fast paced.
- Are louder in their speech.
- Are monotone.
- Are logical.
- Are formal.
- Have an erect but closed posture (attack position).
- Focus on "What?" (the task)
- Want control.
- Wear dark colors.
- Want the biggest and the best.
- Admire strength.

Major Fears:

- Losing control of their environment
- Being taken advantage of

Dislikes:

- Being controlled by others
- Lack of results

Under pressure they are:

- Dominating
- Impatient

They respond to:

- Options
- Logic
- Efficiency

Decision style:

- Quick (even if it's wrong)

Do:

- Make sure you show them you are progressing toward results
- Get to the point and be formal
- Concentrate on business
- Keep small talk to a minimum until they indicate a desire to talk
- Admire their accomplishments
- Be knowledgeable and competent
- Stand your ground without challenging back
- Ask questions to find what's most important to them
- Empathize with their problem. A problem is not funny to this style.
- Match their movements, they are strong and exaggerated (think, act, and talk big).
- Pay attention to what they say. The fewer missed messages there are in the conversation, the better the outcome
- Show strength

Don't:

- Don't impede their results
- Don't waste their time
- Don't bore them with details
- Don't tell them what they want
- Don't pander to them
- Don't make a promise that you can't deliver
- Don't insult their intelligence
- Don't get defensive or try to prove knowledge.

Influencing style

How will you identify them? They:

- Want noticed.
- Are fast paced.
- Are direct.
- Are noisy and talk a lot.
- Are animated.
- Are image conscientious.
- Have inflection in their speech.
- Wear vibrant colors, lots of jewelry, and the latest trends.
- Have a broad smile and smile a lot.
- Have a lot of energy and enthusiasm.
- Have an open erect posture.
- Love the unusual.
- Focus on the “Who”

Major Fears:

- Rejection
- Loss of approval

Dislikes:

- Handling complex details
- Lulls in the conversation
- Working alone

Under pressure they are:

- Emotional
- Disorganized

They respond to:

- Creative ideas
- Things that will promote appearance or help others

Decision style:

- Emotional or “gut” feeling

Do's

- Get to know them in a light hearted way, include some fun in the time you spend with them
- Let them express themselves
- Compliment or recognize looks, appearances or possessions
- Reassure them that they are important.
- Multi-task with them
- Give them positive affirmations with regard to their suggestions.
- Make sure to ask what is important to THEM? If you get a response you don't understand, ask questions to clarify.
- Remind them of the task verbally or in writing

Don'ts

- Don't bore them to death
- Don't make them concentrate too seriously
- Don't try to push them
- Don't try to overwhelm them with facts and figures
- Don't take them for granted
- Don't think they are stupid because they are friendly

Steady style

How will you identify them? They:

- Want to connect with people.
- Are slow paced.
- Are softer in speech.
- Are casual in dress preferring browns and blues.
- Are relaxed and informal in their posture (slumped downward) and dress.
- Accept the average.
- Are laid back in every part of their life.
- Have a relaxed, warm face.
- Want feelings expressed.
- Love cooperation and stability.
- Focus on "How"

Major fears:

- Sudden change
- Losing security

Dislikes:

- Hostile environments and conflict
- Unpredictability

Under pressure they are:

- Conforming
- Indecisive

They respond to:

- Assurance of stability
- Personal attention

Decision style:

- Deliberate (cautious and careful)

Do:

- Connect personally first
- Spend time with them
- Provide them security in relationships with them
- Recognize and acknowledge their family
- Be considerate and cordial
- Talk slowly, softly and reassure them by smiling
- Keep the conversation laid back
- Keep everything on a personal level
- Show them you truly care.
- Keep questions about them or something related to them
- Keep the conversation positive inviting them to share first and worry about the task second.

Don't:

- Don't be critical of others
- Don't be pushy, insensitive or pressure them
- Don't go too fast
- Don't try to be too cute
- Don't try to scare them
- Don't try to take advantage of them because they seem easy
- Don't tell them what they need or want

Compliant/conscientious style

How will you identify them? They:

- Want accuracy and exactness.
- Are very formal.
- Are unexpressive and have a cool face.
- Are proper and politically correct.
- Are erect and closed in posture.
- Are slow paced and calculated in their actions and speech.
- Like the color gray.
- Are prepared.
- Are detail-oriented and meticulous in all areas of their life.
- Focus on “Why?”

Major fears:

- Criticism of performance
- Lack of standards

Dislikes:

- Disorganization
- Unclear explanations

Under pressure they will:

- Withdraw
- Be stubborn

They respond to:

- Evidence of quality
- Accuracy
- Logical approach

Decision style:

- Analytical

Do:

- Allow time for them to consider, process or debate the information you give
- Provide them with systematic approaches to solutions
- Be pleasant to them
- Limit personal small talk until they indicate desire
- Try to eliminate any problems or doubts
- Provide them third party endorsements as proof
- Question tactfully so the tasks and concerns can be drawn out of them
- Be efficient and reliable
- Repeat what is important to them
- Praise and endorse the C for the right way of doing things

Don't:

- Don't go disorganized, unprepared or late
- Don't try to push them
- Don't try to give them your opinion or tell them why they need something
- Don't show them something without proof
- Don't be too friendly or dote on family members or home
- Don't tell them who else has it or uses it to impress them
- Don't make a promise you don't intend to keep
- Don't RUSH them so they can go through the process in their minds

We have addressed characteristics of each style, what they want, what they don't want, how to treat them, how they react in conflict, how each style handles that conflict, and how finally they will make a decision.

To most effectively deal with the behavioral styles you must also realize what characteristics, etc. you possess so that you adjust your behavior to handle the behavioral style you are dealing with.

Here are the key points to remember about your behavioral style.

If you are a Dominant person:

You only make up 7% of the total population. Most people are not like you. Slow down so you won't miss critical communication with others.

Listen to detailed explanations rather than be demanding, other people like to talk and may get you the results that you want.

Other people's ideas and opinions won't necessarily threaten your control.

If you are an Influencing person:

Try not to jump to conclusions or give up so quickly. It is better to assess the situation and check on the relevant facts.

Instead of concentrating on only your agenda, listen to ideas of others. Realize and respect people who don't rely on "gut" feelings, but rely more on logic.

Disagreements happen, so don't take them personally. It doesn't mean that people are rejecting or disapproving of you.

If you are a Steady person:

You have many good ideas and thoughts that you must stand up for. Make sure that you express those ideas and thoughts rather than acquiescing.

Understand that there will surely be some conflict in the areas of your life. Sometimes conflict is necessary for improvement and innovation.

If there is something that needs clarification or more structure for you, don't hesitate to ask for help.

If you are a Compliant/conscientious person:

There is no need for you to do everything yourself, interact and ask others for assistance in a decision or problem.

Quality must sometimes take a back seat to timeliness because of limitation of resources.

Feedback from others should be graciously accepted rather than perceived as an attack or criticism.

Try to relax on rules and standard procedures. Sometimes a softer approach to people will bring ideas and thoughts that can be utilized.

With all the information that has been presented to you, you should now be able to identify a person's behavioral style and treat them as they prefer to be treated. When you do this effectively you will see a dramatic improvement in your interactions with them. You will become more accepting and others focused. You will be the person that people are naturally drawn to. They will trust you, want to work with you, and be around you.

Lesson 27: Exercise #1

Identify the best behavioral type using the proper initial for each situation

1. If you need to ask for something on someone's desk ... who would?
 - A. ____ Say, "I am busy right now but if you give me a few minutes, I will get back to you because they don't know where it is, but they don't want to admit it."
 - B. ____ Have everything filed in alphabetical order or by color.
 - C. ____ Have a desk that looks messy, but they can find something in a couple of minutes.
 - D. ____ Have a messy desk, then say, "It's there somewhere — look for it."
2. If they are cooking a meal ... who would?
 - A. ____ Have a recipe ready with a timer and all proper tools.
 - B. ____ Prepare enough for a group and have a grand display
 - C. ____ Not want to cook without a microwave.
 - D. ____ Make meal from scratch, rotating around about a dozen family favorite recipes
3. If they are going to see a movie ... who would?
 - A. ____ Come in late and make everyone stand while they go to a middle seat.
 - B. ____ See the movie again with a friend because they know they would like it.
 - C. ____ Attend with a group of friends, applaud and talk through the movie
 - D. ____ Read the reviews before choosing which one to go to

-
4. If they are reading a newspaper... who would?
- A. ____ Read the whole paper and save articles of interest for people they know
 - B. ____ Call the newspaper if something isn't right
 - C. ____ Read the obituaries first to see if they know anyone
 - D. ____ Scan the headlines and mess up the paper in process
5. If you saw someone getting on a busy elevator ... who would?
- A. ____ Permit others in, saying "Always room for one more," and "Come in, you're going to be late, and we'll wait for you!"
 - B. ____ Get on the elevator, check if it's crowded, count the number of people, and if the number is over the limit, they will get off.
 - C. ____ Walk up, get on the elevator without looking at anyone, then push the button for their floor.
 - D. ____ Will w//
- ait in line, moving from one line to another, appearing unable to make a decision
6. If you saw someone shopping for groceries... who would?
- A. ____ Be prepared, have a list, and gets it done efficiently.
 - B. ____ Wouldn't think of going shopping without coupons and a calculator
 - C. ____ Tell you where everything is in the store, whether you ask or not.
 - D. ____ Be the impulse shopper; they have no list.

7. If someone had to hang wall paper ... who would?

- A. ____ Start in a closet or in the garage to be sure the pattern is going to match; then gets it exactly right before starting on the living room.
- B. ____ Have the wallpaper in the closet with the paste, it's on the list of things to do; they never get around to it.
- C. ____ Say, "Come over Saturday and help me wallpaper, and bring the paste." They start in the middle of the living room, if the patterns don't match, they say, "So what? That's what drapes and pictures are for."
- D. ____ Find a pattern that everyone likes before they even begin to think about hanging it.

8. If you saw someone on the golf course ... who would?

- A. ____ Play golf on the same day, the same time, the same place, with the same clubs.
- B. ____ Drive through groups of golfers to get to the next hole.
- C. ____ Keep score and play strictly by rules, their clubs are always clean.
- D. ____ Spend more time in the clubhouse socializing than on the course

Lesson 27: Exercise #2

Identify the best behavioral style with the appropriate initial. (Where there are two blanks please put both initials)

You walk into a room where there is a group of people who would:

1. ____ ____ Come up to you and say hello
2. ____ ____ Not say hello to you
3. ____ Ignore you
4. ____ Give you a slight smile
5. ____ Watch you carefully
6. ____ Give you a broad smile
7. ____ ____ Wear dark colors
8. ____ Wear bright colors
9. ____ Wear tan, blue, and brown colors
10. ____ Ask you about your family
11. ____ Tell you how much fun they had on their last vacation
12. ____ Tell you about their occupation
13. ____ Be the most untrusting
14. ____ Drive a red Ford Mustang
15. ____ Drive a dark gray Cadillac
16. ____ Drive a used minivan
17. ____ Drive a black Audi coupe
18. ____ Be the life of the party
19. ____ Try to introduce friends to other people they know

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20. ____ Be satisfied not saying much, and prefer just listening and observing
 21. ____ Be ready to leave quickly and not talk much
 22. ____ Be considered compassionate
 23. ____ Be considered opinionated
 24. ____ Be considered logical
 25. ____ Be considered energetic

Lesson Answer Key

Lesson 2: Exercise #1

1. A. and B. Answers will vary
2. Answers might vary but may include:
 - A. They still love each other after all these years
One of them need help walking because they fall easily
They just met and started dating
 - B. He doesn't care about his appearance
Someone in his family was in the hospital. He stayed the night but stepped in in the mud.
He is a bum
 - C. The car is new.
The person who owns the car is a neat freak.
The person who owns the car is a detailer or dealer showing the car to a customer.
 - D. Someone in the medical profession: doctor, nurse, technician, etc.
Someone going to a Halloween party dressed in a costume
 - E. Some kind of construction worker
 - F. Twins
3. Reality

Lesson 2: Exercise #2

1. Personality involves more complex factors like genetic traits, the environment someone grew up in, and patterns of social and emotional development. Behavior is just what we do.
2. DiSC® is an instrument that identifies and defines specific predictable behaviors.
3. You will be able to treat people the way they want treated.
4.
 - A. The way a person wants treated
 - B. What never to do to them
 - C. What pace they prefer
 - D. The type and depth of information they need to make a decision
5. Dominant, Influencing, Steady, Compliant/conscientious
6. Influencing, Steady
7. Dominant, Compliant/conscientious
8. They will be wary and not open to suggestions.
9. Dominant, Influencing
10. They will more likely make decisions faster and be risk takers.

Exercise 4 and 5: Exercise #1

1. Results
2. Unfavorably
3. They have the power to overcome a situation
4. Answers may include:
Fight and/or use force to solve the problem. Take on the problem them self
5. Answers may include:
 - A. Look and act stern
 - B. Very serious
 - C. Erect posture
 - D. Attack position
 - E. Drive powerful car
 - F. Think big, act big, talk big
 - G. Wear dark colors
 - H. Dress for success
 - I. Have the biggest house on the block
 - J. Own the new and the best things
6. Answers may include:
 - A. Smile a lot
 - B. Be warm and friendly
 - C. Wear bright colors
 - D. Be overly polite
 - E. Be diplomatic
 - F. Try to be cute or entertaining
 - G. Get close to you
 - H. Lean towards you

Exercises 6 and 7: Exercise #1

1. Attention or to be recognized
2. Favorable
3. They can control it
4. By getting people to rally behind them, expression is important to them and concern for others is also important.
5. Answers may include:
 - A. Usually smiling
 - B. Wear bright colors
 - C. Are animated
 - D. Talk with their hands
 - E. Tells stories and jokes
 - F. Tries to make fashion statements
 - G. Will approach you
 - H. Wear a lot of jewelry
 - I. Have a lot of energy
 - J. Show off
6. Answers may include:
 - A. They don't hang back in a crowd
 - B. Organized
 - C. Good with money
 - D. Detail oriented
 - E. Not comfortable with quiet
 - F. By themselves

Exercises 8 and 9: Exercise #1

1. To connect or make friends
2. Favorable
3. They cannot control it
4. They will try to go with the status quo. They will not lead a change but work as a team to solve a problem.
5. Answers may include:
 - A. Posture is relaxed and informal
 - B. Slightly rounded shoulders
 - C. Wear comfortable clothes
 - D. Usually wear blue and brown
 - E. Have a soft smile
 - F. Like to talk about family, friends, kids
 - G. Will have bumper stickers or signs
 - H. Will be okay with the average
 - I. Will acquiesce to others
 - J. Just want to get along
 - K. They want the tested and true

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6. Answers may include:
- A. Not attention seekers
 - B. Not organized
 - C. Not fashionable
 - D. Don't want to be the first to try something
 - E. Not going to criticize someone
 - F. Not take the lead

Exercises 10 and 11: Exercise #1

- 1. To be correct
- 2. Unfavorable
- 3. Unable to control it
- 4. They will use rules and procedures to solve their problem.
- 5. Answers may include:
 - A. Face shows little emotion
 - B. Like the color gray
 - C. Erect posture
 - D. Neat
 - E. Fashionable
 - F. Well educated
 - G. Have money
 - H. Plan so they can spend their money
 - I. Need proof or 3rd party endorsement
 - J. Politically correct
- 6. Answers may include
 - A. Overly friendly and warm
 - B. Impulsive
 - C. Carefree with their children
 - D. Trusting
 - E. Fast paced
 - F. Emotional

Review Exercise: Exercise #1

1. A. C
 B. D
 C. S
 D. i
2. A. i
 B. C
 C. S
 D. D
3. A. C
 B. S
 C. D
 D. i
4. A. S
 B. i
 C. D
 D. C
5. A. C
 B. D
 C. i
 D. S

Review Exercise: Exercise #2

1. A. C
 B. i
 C. D
 D. S
2. i and S
3. D and C
4. D and i
5. S and C
6. S and i
7. D and i
 A. i
 B. D
8. S and C
 A. S
 B. C
9. D and i
10. S and C

Video Review Exercise: Identifying Behavioral Styles exercise

1. D
2. i
3. S
4. i
5. D
6. C
7. D
8. C
9. i
10. i
11. S
12. D
13. C
14. i
15. S

Video Review Exercise: “The Meeting” Exercise

1. D
2. i
3. S
4. C
5. Anger
6. Make friends and make people feel good.
7. Conflicts
8. Why couldn't they get things done right?
9. He was in “attack mode”
10. A. He said, “How did we make this mistake?”
B. He also said, “How did this happen?”
11. He stated, “This should have been taken care of before we set the schedule!”
12. Orange
13. Placate or appease him
14. A. He said, “We all know what a great job you and your people do”
B. “Everyone on the team is doing a fantastic job. This data just caught us by surprise.”
15. “Just tell us what you want and we'll try to make it work.”
16. Acquiesce
17. A. We have to do research
B. We have to compile a list of new vendors
C. We need to do a certain amount of analysis
18. A process

Lesson 14: Exercise #1

1. D and i
2. C and S
3. i and S
4. D and C
5. D and C
6. i and S
7. i
8. D
9. i
10. S
11. S
12. D
13. C
14. A. C
B. i
C. S
D. D

Lesson 15: Exercise #1

1. A. S
B. i
C. C
D. D
2. A. C
B. D
C. i
D. S
3. A. i
B. S
C. D
D. C
4. A. D
B. C
C. S
D. i
5. A. S
B. D
C. i
D. C

Video Review Exercises

What not to do to each style

Dominant style:

1. Don't impede their results
2. Don't waste their time. Get to the point.
3. Don't insult their intelligence
4. Don't pander to them
5. Don't make promises you can't deliver

Influencing style:

1. Don't bore them
2. Don't overwhelm them with facts and figures
3. Don't make them concentrate
4. Don't push them
5. Don't take them for granted and think they are stupid because they are friendly

Steady style:

1. Don't be unfriendly
2. Don't be pushy. They need time.
3. Don't go too fast
4. Don't try to scare them
5. Don't try to take advantage of them because they seem easy

Compliant/conscientious style:

1. Don't show them anything without proof
2. Don't show up late
3. Don't be disorganized or unprepared
4. Don't push them
5. Don't make promises that you can't keep

Comparing Behavioral Styles

- | | | |
|----|----|---|
| 1. | A. | C |
| | B. | S |
| | C. | i |
| | D. | D |
| 2. | A. | S |
| | B. | i |
| | C. | D |
| | D. | C |
| 3. | A. | S |
| | B. | D |
| | C. | i |
| | D. | C |
| 4. | A. | S |
| | B. | i |
| | C. | D |
| | D. | C |
| 5. | A. | D |
| | B. | C |
| | C. | S |
| | D. | i |
| 6. | A. | i |
| | B. | S |
| | C. | C |
| | D. | D |

Lesson 19: Exercise #1

- | | | |
|----|------|---|
| 1. | A. | S |
| | B. | i |
| | C. | D |
| | D. | C |
| | E. | D |
| | F. | S |
| | G. | C |
| | H. | i |
| | I. | C |
| | J. | i |
| | K. | S |
| | L. | D |
| 2. | D, C | |
| 3. | i, S | |
| 4. | D, i | |
| 5. | S, C | |

Lesson 20: Exercise #2

1. I
2. S
3. D
4. C
5. D
6. I
7. S
8. C
9. i
10. D
11. C
12. S
13. C
14. D
15. i
16. S

Video Review Exercise: How to Quickly Identify Behavioral Styles

1. Dominant is fast paced, direct, self-contained, task oriented
2. Influencing is fast paced, direct, open, people oriented
3. Steady is moderate paced, indirect, open, people oriented
4. Compliant/conscientious is moderate paced, indirect, self-contained, task oriented

Lesson 21: Exercise #1

- | | | |
|----|------|---|
| 1. | A. | D |
| | B. | C |
| | C. | S |
| | D. | i |
| 2. | A. | S |
| | B. | i |
| | C. | D |
| | D. | C |
| 3. | A. | C |
| | B. | S |
| | C. | i |
| | D. | D |
| 4. | A. | D |
| | B. | S |
| | C. | i |
| | D. | C |
| 5. | A. | i |
| | B. | C |
| | C. | S |
| | D. | D |
| 6. | D, C | |
| 7. | i, S | |

Lesson 22: Exercise #1

1. A. I
 B. S
 C. D
 D. C
2. A. C
 B. S
 C. D
 D. i
3. A. D
 B. C
 C. S
 D. i
4. D, C
 a. C
 b. D
5. i, S
 a. i
 b. S

Lessons 23–25: Exercise #1

1. A. S
 B. i
 C. C
 D. D
2. A. C
 B. S
 C. D
 D. i
3. A. i
 B. S
 C. D
 D. C
4. A. i
 B. D
 C. C
 D. S
5. A. C
 B. S
 C. i
 D. D
6. A. i
 B. D
 C. S
 D. C

Lessons 23–25: Exercise #2

Answers may include:

1. Dominant:
 - A. Become more patient
Realize other people are capable and can do the job
 - B. Ask more questions so they are less direct
Become more approachable and encouraging
2. Influencing:
 - A. Listen more carefully to others Become more organized
 - B. Pay more attention to detail
3. Steady
 - A. Become more assertive and direct
Cope better with change
 - B. Not take on the burden of other's problem
4. Compliant/conscientious
 - A. Learn to bend and accept other people's differences
Learn to be more open
 - B. Focus on their communication
5.
 - A. i
 - B. C
 - C. D
 - D. S
6.
 - A. D
 - B. C
 - C. S
 - D. i
7.
 - A. C
 - B. i
 - C. D
 - D. S

Lesson 27: Exercise #1

- 1. A. i
 B. C
 C. S
 D. D
- 2. A. C
 B. i
 C. D
 D. S
- 3. A. D
 B. S
 C. i
 D. C
- 4. A. S
 B. C
 C. i
 D. D
- 5. A. i
 B. C
 C. D
 D. S
- 6. A. D
 B. C
 C. S
 D. i
- 7. A. C
 B. i
 C. D
 D. S
- 8. A. S
 B. D
 C. C
 D. i

Lesson 27: Exercise #2

1. i, S
2. C, D
3. D
4. S
5. C
6. i
7. D, C
8. i
9. S
10. S
11. i
12. D
13. C
14. i
15. C
16. S
17. D
18. i
19. S
20. C
21. D
22. S
23. D
24. C
25. i

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