

# Behavioral Styles

## Understanding Others Starts with Understanding Yourself

### The “D” Dominant Director Personality.

- ◆ Prefer time frames
- ◆ Let them feel they are in control
- ◆ Get to the point
- ◆ Strive to feel important
- ◆ Persistent and single minded to reach their goals
- ◆ Downplay feelings and relationships
- ◆ Focus on Tasks actions for tangible outcomes
- ◆ Good at implementing changes in workplace
- ◆ Freely delegate duties
- ◆ Likes to say what’s on their minds without being concerned about others’ feelings
- ◆ Takes risks
- ◆ Bigger is better

### The “I” Interacting Socializer personality.

- ◆ Likes to brainstorm and interact with colleagues
- ◆ Wants freedom from control, details or complexity
- ◆ Likes to influence and motivate others
- ◆ Likes being part of a team
- ◆ Gets bored with routine
- ◆ Trusts easily
- ◆ Usually short attention spans
- ◆ Needs immediate feedback and recognition
- ◆ Likes to work toward known and understood outcomes.
- ◆ Likes to mingle with all people at work and be sociable
- ◆ Has a need for approval

### The “S” Steady Relater Personality.

- ◆ Needs to know order of procedures and enjoys repetitive tasks
- ◆ Operates well in a work group and enjoys cooperation
- ◆ Motivated by usual, known and proven practices
- ◆ Wants order and stability in the work place
- ◆ Focuses on how and when to do things
- ◆ Likes a long term employment position
- ◆ Dislikes taking risks
- ◆ Prefers to make decisions by group consensus rather than by themselves
- ◆ Dislikes confrontation, avoids communicating for action when unhappy
- ◆ Enjoys a steady low key work environment

### The “C” Cautious Thinker Personality.

- ◆ Concerned with the facts, wants to know how something works
- ◆ Intuitive and original. Once they know the expected structure may invent their own method
- ◆ More interested in quality than quantity
- ◆ Wants to be right, so they use logical thinking to avoid mistakes
- ◆ Over-attend to details
- ◆ Dislikes changes and surprises
- ◆ Rejects aggression
- ◆ Doesn’t like to receive criticism of work or ideas
- ◆ Are acknowledged when superiors value correctness and let them know their value.

***To communicate effectively with the High "D"***

- ◆ Be clear, specific & brief.
- ◆ Stick to the point.
- ◆ Don't ramble or waste time.
- ◆ Plan your presentation.
- ◆ Don't ask vague, rhetorical questions.
- ◆ Take issue with the facts, not the person.
- ◆ Don't direct or order.

***Possible limitations of the "D"***

- ◆ May be too brief.
- ◆ May fail to listen.
- ◆ May be overly direct & blunt.
- ◆ May "tell" more than persuade.

***To communicate effectively with the High "I"***

- ◆ Do some relating & socializing.
- ◆ Ask for opinions & ideas regarding people.
- ◆ Don't over-control the conversation.
- ◆ Provide ideas for implementing action.
- ◆ Don't linger on facts, figures & details.
- ◆ State matters in a positive manner.

***Possible limitations of the "I"***

- ◆ May be too talkative & tell too much.
- ◆ May be too emotional & expressive.
- ◆ May over-sell an idea or project.
- ◆ May have difficulty accurately communicating negative/unpopular information.

***To communicate effectively with the High "C"***

- ◆ Prepare your case in advance.
- ◆ Keep socializing to a minimum - be straightforward.
- ◆ Be organized & neat in appearance.
- ◆ Provide facts, figures & supporting details.
- ◆ Don't rush the decision making process.
- ◆ Don't use someone's opinion as evidence.

***Possible limitations of the "C"***

- ◆ May be too detail oriented - "paralysis by analysis".
- ◆ Wants everything documented in writing.
- ◆ Wants to protect their own position; fears criticism.
- ◆ Can be evasive & appear aloof; non responsive.
- ◆ May have blind spot when "people issues" are on the agenda

***To communicate effectively with the High "S"***

- ◆ Include brief, personal comments.
- ◆ Show sincere interest in them as a person.
- ◆ Move slowly into the agenda.
- ◆ Draw out their opinions & goals.
- ◆ Don't be domineering or demanding.
- ◆ Present your case in a paced, non-threatening way.
- ◆ Don't be vague - outline the process & procedure.

***Possible limitations of the "S"***

- ◆ May not want to deal with angry or hostile people.
- ◆ May have difficulty being assertive.
- ◆ Tends to avoid confrontation.
- ◆ May be slow to respond to others.
- ◆ May be possessive of information.

# Recognizing & Servicing DISC Behavior On the Telephone

## High D:

1. Talk in short sentences.
2. Blunt, to the point.
3. Fast paced.
4. "Tells" what is wanted.
5. Doesn't want to know "How".
6. Wants to know what & when.

## Respond By:

1. Minimize "Small Talk".
2. Focus on the bottom line.
3. Provided 1 or 2 answers.
4. Avoid facts & details.
5. Assure it will be done.
6. Give a time frame.

## High I:

1. Uses small talk.
2. Optimistic, "Smiles" on the phone.
3. Expresses feelings about situations.
4. People oriented.
5. Asks "who" questions.
6. Often under time pressure.

## Respond By:

1. Tell *Who* will do *What*.
2. Be friendly.
3. Relieve time pressure.
4. Avoid facts & details.
5. Direct conversation by
6. Emphasize effect on people.

## High S:

1. Speaks slowly and softly.
2. Wants to know "how".
3. Uses "we" in conversations.
4. Wants to relate, be cooperative.
5. Asks for reassurance.
6. Fearful of change.

## Respond By:

1. Slowing the pace.
2. Introduce change slowly.
3. Friendly reassurance.
4. Uses "we" in discussion.
5. Tell how it is to be handled.
6. Give details, procedures.

## High C:

1. Little small talk.
2. Asks indirect questions.
3. Asks "how" & "why"
4. Focus on facts & data.
5. Has read the service policy.
6. Seems cold, impersonal.

## Respond By:

1. Be direct & to the point.
2. Emphasize facts & data.
3. Focus on task & "how".
4. Avoid small talk.
5. Logical approach.
6. Reinforce quality & standards.

Listen carefully & define their primary style. Then modify your response in the appropriate manner.

# Being in Harmony

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<p style="text-align: center;"><b><i>Dominance</i></b></p> <ul style="list-style-type: none"> <li>◆ Be on time.</li> <li>◆ Let them feel in control.</li> <li>◆ Limit fact &amp; product knowledge.</li> <li>◆ Respect their time.</li>   <li>◆ Be business like.</li> <li>◆ Emphasize efficiency, profits, and savings.</li> <li>◆ Emphasize cost of inaction.</li> <li>◆ Acknowledge the decision is theirs to make.</li> </ul>	<p style="text-align: center;"><b><i>Influencing</i></b></p> <ul style="list-style-type: none"> <li>◆ Be sociable.</li> <li>◆ Be people oriented.</li> <li>◆ Use prestige referrals.</li> <li>◆ Ask open ended questions that will issues involved.</li> <li>◆ Use feeling statements.</li> <li>◆ Give them opportunities to express their concerns.</li> </ul>
<p style="text-align: center;"><b><i>Compliance</i></b></p> <ul style="list-style-type: none"> <li>◆ Give them facts.</li> <li>◆ They are task oriented.</li> <li>◆ Address track record.</li>   <li>◆ Appeal to quality.</li>   <li>◆ Give them brochures/reports.</li> <li>◆ Feature logic &amp; accuracy.</li> <li>◆ Ask "Do you need more information?"</li> <li>◆ Do not rush.</li> </ul>	<p style="text-align: center;"><b><i>Steadiness</i></b></p> <ul style="list-style-type: none"> <li>◆ Let them feel at home.</li> <li>◆ Spend time to build rapport.</li> <li>◆ Use statements like "people in the past who have had your exact problem have ..."</li> <li>◆ Use statements like "I can understand how you feel that way, and other people have felt the same way, but when they found ..."</li> <li>◆ They expect personal touching attention.</li> <li>◆ It is hard for them to make a decision.</li> </ul>

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