

DISC PROFILES WORKBOOK V2



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GTE TRAINING AND DEVELOPMENT

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TABLE OF CONTENTS

PRESENTED BY Graham Taylor-Edwards	3
TURN LEARNING INTO BEHAVIOUR.....	3
BEHAVIOURAL TRAITS.....	4
DOMINANCE	5
INFLUENCE.....	5
STEADY	6
COMPLIANCE	6
PERSONAL PROFILE	7
HOW DO THE DIFFERENT BEHAVIOURAL STYLES COMMUNICATE BEST WITH EACH OTHER.....	13
ON A MORE PERSONAL LEVEL.....	17
TAKE AWAY.....	21

PRESENTED BY GRAHAM TAYLOR-EDWARDS

Graham (GT) is a successful leadership, sales, service coach and workshop facilitator.

Graham holds:

ADVANCED DIPLOMA OF LEADERSHIP AND MANAGEMENT

DIPLOMA IN AUTOMOTIVE MANAGEMENT

DIPLOMA OF TRAINING AND EDUCATION AND DESIGN

CERTIFICATE IV IN FINANCE AND MORTGAGE BROKING

CERTIFICATE IV IN BUSINESS SALES

NZ CERTIFICATE IN MARKETING

NLP MASTER PRACTITIONER.



Graham completes over one hundred leadership, sales, fixed operations and customer experience workshops each year and is the founder of Success Resources International a Registered Training Organisation (RTO) in Brisbane and Managing Director of gte training and development in NZ

Born in North Wales Graham has lived in Australia for sixteen years after working in New Zealand for over 24 years.

He has served in the Royal Navy and Royal NZ Navy and is married to a kiwi girl Shelley from the Bay of Islands.

They have two children Mackenzie and Gareth and four grandchildren Hudson, Reo, Avyana and Vivienne.

Let's get started

COURSE OBJECTIVES

TO LEARN AND UNDERSTAND THE 4 BEHAVIOURAL TRAITS AND HOW TO INTERACT WITH THEM.

1. DOMINANT
2. INFLUENCE
3. STEADY
4. COMPLIANT

TURN LEARNING INTO BEHAVIOUR

GTE training and development trust you will enjoy this workshop and implement the techniques and philosophies into your business successfully.

REMEMBER If it is to be it is up to YOU

BEHAVIOURAL TRAITS

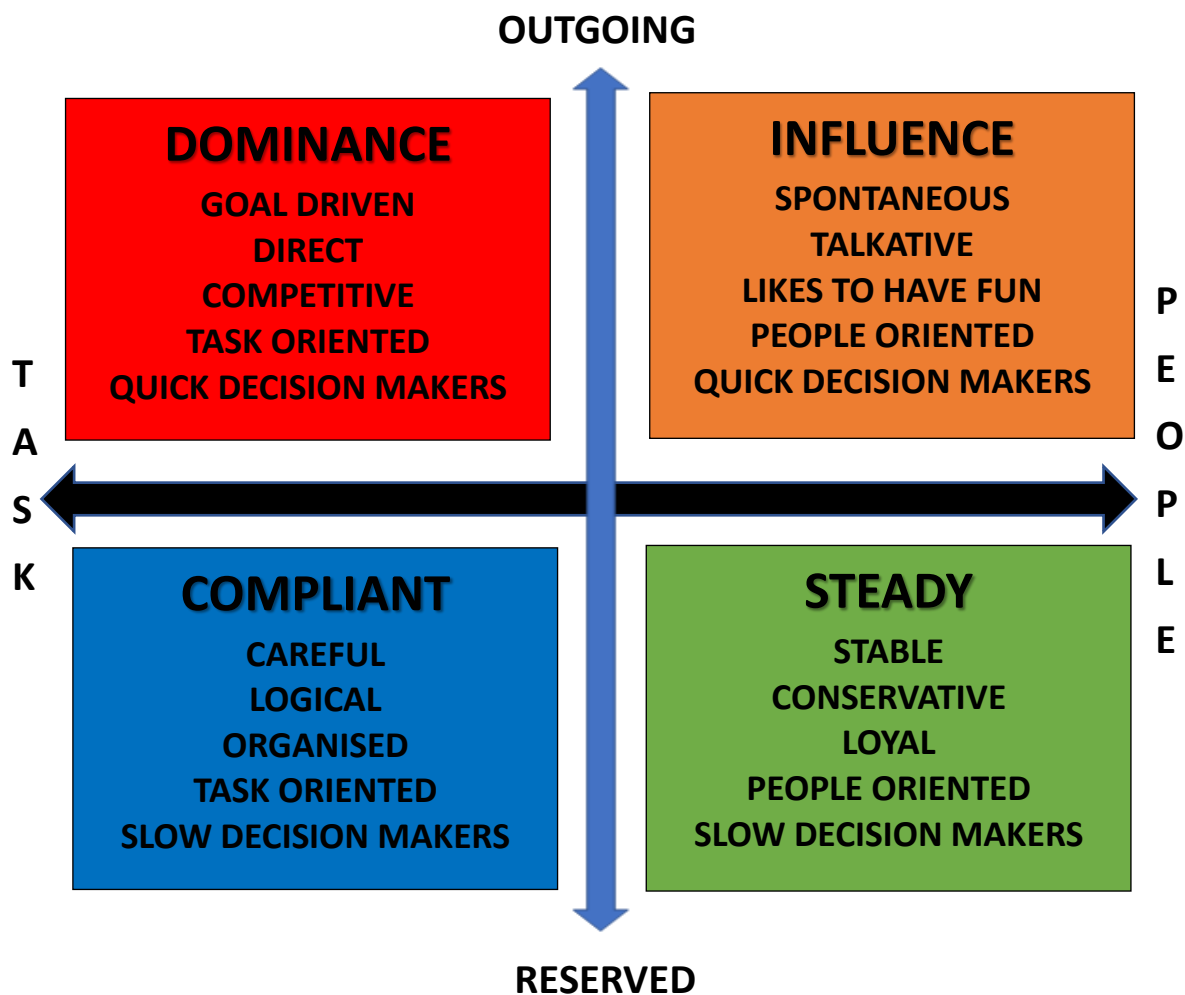
THE PERSONALITY STYLES ANALYSIS USED IN THIS MODULE ARE ALL DERIVED FROM THE WORK OF DR WILLIAM MOULTON MARSTON.

BORN IN CLIFTONDALE, MASSACHUSETTS, IN 1893, MR. MARSTON WAS EDUCATED AT HARVARD UNIVERSITY.

HE ALSO RECEIVED THREE DEGREES FROM THAT INSTITUTION – AN A.B. IN 1915, AND LLB IN 1918 AND A PHD IN 1921.

DR MARSTON BELIEVED THAT PEOPLE TEND TO LEARN A SELF-CONCEPT WHICH IS BASICALLY IN ACCORD WITH ONE OF THE FOUR FACTORS.

IT IS POSSIBLE, THEREFORE, USING MARSTON'S THEORY, TO APPLY THE POWERS OF SCIENTIFIC OBSERVATION TO BEHAVIOUR AND TO BE OBJECTIVE AND DESCRIPTIVE RATHER THAN SUBJECTIVE AND JUDGEMENTAL.



DOMINANCE

The 'D' Style



The most forceful and direct, results oriented and competitive.

Strong willed, move fast, take risks.

Get things done immediately, they like challenges and are multi taskers.

Want to create change. Routine is boring to them and they want to be in charge.

Have the power and control. Their biggest fear is to lose control.

One directional communication, they expect others to listen. They express their opinions as facts.

They are blunt and impatient with a tendency to interrupt.

Make quick decisions and get over mistakes quickly. Big picture with a lack of concern for others. They can be perceived as aggressive.

They are into immediate results. They want to make things happen, make quick decisions and love challenges.

Their goals are short term and bottom line oriented.

They need an environment in which they have authority, prestige and power and the opportunity to create and accomplish on an individual basis.

They are always challenging the status quo, full of ideas and soon bored with routine.



❖ Demanding ❖ Strong willed ❖ Ego-centric ❖ Competitive ❖ Inquisitive ❖ Forceful ❖ Ambitious ❖ Driving
❖ Decisive ❖ Determined ❖ Aggressive ❖ Pioneering

INFLUENCE

The 'I' Style



Outgoing, talkative and enjoy being the centre of attention.

Like interaction but are happy alone. Not that good with detail.

Friendly, enthusiastic and animated.

Optimistic, positive and good at influencing others. Social acceptance is important.

Fear rejection.

Not always direct but quick decision makers and optimistic about their decision.

Can be a bit disorganised under pressure.

May over promise, lack follow up but will offer new ideas.

They desire social recognition, freedom of expression and wants to be convincing and impressive.

They are poised, gregarious and very comfortable in one-to-one situations.

Influencing types are referred to as a natural salesperson and people are naturally drawn to this style because they are warm and make a good first impression.

They are also optimistic, sometimes too much for some people. They are also very emotional who wear their hearts on their sleeves.



❖ Magnetic ❖ Enthusiastic ❖ Demonstrative ❖ Persuasive ❖ Warm ❖ Friendly ❖ Convincing ❖ Optimistic
❖ Polished ❖ Poised ❖ Trusting ❖ Sociable

STEADY

The 'S' Style



Steady, calm, sincere and laid back.
They like interaction but are more reserved.
Eager to help and support others.

enjoy working in a team environment and defend the team.

Fairness and justice, they don't like to disappoint or let people down.

Prefer stability and security and resist change.

Biggest fear is loss of stability.

They listen and prefer one on one situations

Patient listeners and like to build trust.

Slower decision makers and talk it over with others. They are too willing to please.

They usually prefer to stay in one place and have a very highly developed sense of loyalty and commitment.

This style likes things to be stable and secure and will work for the same boss for years.

They will gather technical data together first and talk to their friends before they buy.

When it comes to decision-making, the 'S' likes to confer with others and is far more deliberate.

Their real strength lies in their willingness to listen and ability to calm excited people.

These people make great counsellors.



❖Stable ❖Consistent ❖Passive ❖Possessive ❖Patient ❖Predictable ❖Deliberate ❖Steady
❖Resistant to change

COMPLIANCE

The 'C' Style



The most analytical, perfectionist, detail oriented and fact, information as well as proof.

Logical, systematic, cautious and methodical.

Fear is criticism and conflict.

Prefer written communication.

Making correct decisions and avoiding mistakes as a result they are slow decision makers and may over analyse.

Under pressure they can be critical look for more information.

Task focused and well prepared.

This person knows 'there is a right way to do things' and wonders why others don't do it that way too. They are sticklers for rules and regulations and are committed to structure, procedure, systems and policy.

A critical thinker who likes to know how things work; they follow a slower, more deliberate way of doing things.

This style is often the perfectionist who may end up with paralysis by analysis.

Their goals are long-term and autonomous. They don't care much for working in a team.



❖Careful ❖Dependent ❖Worrisome ❖Cautious ❖Exacting ❖Conventional ❖Neat ❖Systematic ❖Diplomatic
❖Accurate ❖Tactful ❖Balanced judgement

PERSONAL PROFILE

WE ARE NOW GIVING YOU THE OPPORTUNITY TO ASSESS YOUR PERSONAL PROFILE. THIS PRESENTS YOU WITH A PLAN TO HELP YOU UNDERSTAND YOURSELF AND OTHERS IN A SPECIFIC ENVIRONMENT.

YOU WILL LEARN MORE ABOUT THE DIFFERENCES OF OTHERS AND THE ENVIRONMENT THEY REQUIRE FOR MAXIMUM PRODUCTIVITY AND HARMONY IN THE WORKPLACE.

THE PERSONAL PROFILE IS NOT A TEST. YOU CANNOT PASS OR FAIL. THERE IS NO BEST PATTERN AND RESEARCH SHOWS THE MOST PRODUCTIVE PEOPLE ARE THE ONES THAT KNOW THEMSELVES. THEY ARE ABLE TO UNDERSTAND LIMITATIONS AND HOW TO ADAPT CERTAIN STRATEGIES TO ACHIEVE AND UNDERSTAND WHAT OTHERS ARE EXPERIENCING.

YOU WILL

1. IDENTIFY YOUR BEHAVIOURAL STYLE
2. CREATE A MOTIVATIONAL ENVIRONMENT FOR SUCCESS
3. INCREASE YOUR APPRECIATION OF DIFFERENT WORK STYLES
4. IDENTIFY AND MINIMISE POTENTIAL CONFLICTS WITH OTHERS.

DISC BEHAVIOURAL SURVEY (COMPLETE IN YOUR NORMAL HANDWRITING NOT PRINTED)

Your name including first, middle and last

Write the same as above with your other hand

Result

- Uncomfortable
- Took longer
- Not very good

DISC PROFILE SCORING

RANK EACH HORIZONTAL ROW OF WORDS ON A SCALE OF 4,3,2,1 WITH 4 BEING THE SCORE THAT BEST DESCRIBES YOU AND 1 THAT LEAST DESCRIBES YOU. USE ALL RANKINGS IN EACH LINE ONLY ONCE.

THERE IS NO RIGHT OR WRONG ANSWERS SO PLEASE DO NOT OVER THINK IT. RESPOND ACCORDING TO YOUR PERSONAL PREFERENCES RATHER THAN WHAT YOU THINK IS WANTED.

Behaviour	Score	Behaviour	Score	Behaviour	Score	Behaviour	Score
Forceful		Lively		Modest		Tactful	
Aggressive		Emotional		Accommodating		Consistent	
Direct		Animated		Agreeable		Accurate	
Tough		People orientated		Gentle		Perfectionist	
Daring		Impulsive		Kind		Cautious	
Competitive		Expressive		Supportive		Precise	
Risk taker		Talkative		Gentle		Factual	
Argumentative		Fun loving		Patient		Logical	
Bold		Spontaneous		Stable		Organised	
Take charge		Optimistic		Peaceful		Conscientious	
Candid		Cheerful		Loyal		Serious	
Independent		Enthusiastic		Good listener		High standards	
Total		Total		Total		Total	

Your totals should add up to 120 when you add across the line. If not check your calculations.

CIRCLE THE NUMBERS FROM THE LEFT. JOIN THE CIRCLES WITH STRAIGHT LINES FROM D-I-S-C

Level	D	I	S	C
High	48	48	48	48
	46	46	46	46
	44	44	44	44
	42	42	42	42
Strong	40	40	40	40
	38	38	38	38
	36	36	36	36
	34	34	34	34
	32	32	32	32
Mid-line	30	30	30	30
	28	28	28	28
	26	26	26	26
	24	24	24	24
	22	22	22	22
Strong	20	20	20	20
	18	18	18	18
	16	16	16	16
	14	14	14	14
Low	12	12	12	12

DISC PATTERN

ENTER YOUR DISC SCORES D _____ I _____ S _____ C _____

CIRCLE THE ONES THAT ARE OVER 30

IDENTIFY THE SEQUENCES AND SUB TRAITS BY ENTERING THE HIGHEST FIRST, SECOND SCORE SECOND _____

LOOK FOR THE SEQUENCE OF LETTERS BELOW; THE CORRESPONDING BEHAVIOUR PATTERN IS THE ONE YOUR DISC SCORE INDICATES

EXAMPLE D 32 I 41 S 28 C 19 - CIRCLE I AND D (PERSUADER)

Sequences and Subtraits	Personality Patterns
IS; SI Subtraits: Friendliness, Self-confidence, Patience, Persistence	RELATER: Advisor/Merciful/Counselor Warm, sympathetic, understanding; good listener, stable, dependable; won't force ideas on others; criticism of his/her work a personal affront; can overuse the indirect approach; goal is maintaining friendships; fears social rejection.
SCI; SIC Subtraits: Friendliness, Patience, Co-operativeness	SUPPORTER: Advocate/Peacemaker/Agent Can be very detail-oriented; moderate, thorough, dependable; steady, sociable, independent, individualistic; tends to support underdog; goal is acceptance from others; fears dissension, conflict.
IC; CI Subtraits: Friendliness, Enthusiasm, Co-operativeness, Sensitivity	PROMOTER/ANALYZER: Assessor/Teacher/Appraiser Outgoing, at home with strangers, develops friends easily; promotes projects of others and his/her own; seeks freedom from control; goal is approval, popularity; fears loss of social recognition.
DS; DSC; SD Subtraits: Efficiency, Independence, Thoughtfulness, Persistence, Accuracy	CONDUCTOR/COORDINATOR: Attainer/Achiever/Perseveres Objective, analytical, determined, task-oriented; independent, questioning, practical; may appear blunt and non-demonstrative; goal is personal accomplishment (sometimes at expense of the group); fears those with different or inferior work standards.
DI Subtraits: Self-motivation, Independence, Enthusiasm, Self-confidence	PERSUADER: Concluder/Doer/Gets results Forceful, direct, individualistic; can be impatient, competitive; good leadership abilities; high standards, critical when standards not met; goal is dominance and independence; fears slowness or being seen as too jovial.
I Subtraits: Friendliness, Enthusiasm, Self-confidence	PROMOTER: Convincer/Persuader/Promoter Enthusiastic, optimistic, articulate in communication; can become careless, inconsistent and disorganized, but tries to look good and please others; goal is social approval and prestige; fears loss of social approval, conflict.
DC; DCS; CD Subtraits: Efficiency, Self-motivation, Accuracy, Sensitivity, Thoughtfulness	IMPLEMENTOR/CONDUCTOR: Designer/Administrator/Creator Sensitive to problems, creative in finding solutions; high in foresight, often quite intelligent; can overuse bluntness and criticism; bored with routine, prefers working alone, doesn't trust easily; goal is dominance, discovering unique solutions; fears not being influential.
D Subtraits: Efficiency, Self-motivation, Independence	CONDUCTOR: Establisher/Visionary/Developer High ego strength, high standards; approaches issues alone rather than drawing others into the process; can be manipulative, controlling; has vision of "big picture"; very direct, forceful; goal is new challenges, opportunities; fears loss of control, lack of challenge.

<p>D=I Subtraits: Self-motivation, Independence, Enthusiasm, Self-confidence</p>	<p>PERSUADER: Influencer/Implementer/Inspires High energy, optimistic, aggressive, confident; goal-minded, harnesses people to accomplish goals; can be impatient, having little time for details; loses interest once challenge is gone; goal is control of environment; fears losing, failing, loss of prestige.</p>
<p>SDC; SCD Subtraits: Efficiency, Thoughtfulness, Accuracy</p>	<p>COORDINATOR/SUPPORTER: Inquirer/Investigator/Consistent Patient, controlled, enjoys digging for clues and facts; easy-going and amiable; consistent, loyal, accommodating; slow to take initiative, doesn't adapt quickly to change; holds grudges, internalizes conflict; goal is maintaining clear systems; fears change, disorganization.</p>
<p>C Subtraits: Co-operativeness, Accuracy, Sensitivity</p>	<p>ANALYZER: Logical Thinker/Analytical/Objective Practical, proper, discrete, accurate; self-evaluating, critical of self and others; enjoys detail and logic; makes decisions slowly from logic rather than emotion; can over-analyze, be hurt easily; goal is to develop control, correctness; fears criticism, ridicule.</p>
<p>CIS; CSI; ISC; ICS Subtraits: Friendliness, Patience, Co- operativeness</p>	<p>COORDINATOR/ANALYZER: Practitioner/Realist/Steadfast Results-oriented, verbally fluent, loyal; friendly, enthusiastic, informal, talkative; may worry too much about what others think; can intellectualize and become restless and impatient; goal is to accomplish results through others; fears rejection, loss of security.</p>
<p>CS; SC Subtraits: Patience, Thoughtfulness, Co- operativeness, Accuracy</p>	<p>COORDINATOR: Precisionist/Traditionalist/Perfectionist Orderly, systematic, precise, attentive to detail; tactful, highly diplomatic, extremely conscientious; can become bogged down in details, dislikes sudden changes; prefer protected, secure environment; goal is security; fears antagonism.</p>
<p>ID Subtraits: Self-motivation, Independence, Enthusiasm, Self-confidence</p>	<p>PERSUADER: Prompter/Communicator/Persuader Outgoing, high interest in people, trusting; can gain respect and admiration from varied types of individuals; can be impulsive, overly enthusiastic, inattentive to the "little things"; prefers variety; goal is authority and prestige; fears rejection, being taken advantage of.</p>
<p>S Subtraits: Patience, Thoughtfulness, Persistence</p>	<p>SUPPORTER: Technician/Specialist/Steady Patient, loyal, consistent, helpful to friends; steady, calculating, reserved; not bored by routine; needs clear guidelines and rules; avoids confrontation, internalizes feelings; goal is maintaining status quo and an environment with few changes; fears loss of security, unplanned change.</p>
<p>All scores around 30 (None clearly higher than others)</p>	<p>Transition/Stress pattern Lack of goal clarity; insufficient action planning, confusion, uncertainty, anxiety about expectations; behavior alternates between furious activity to slow, methodical action; can be brought on by periods of change—new job, new home, bad health, etc. Person will make quick decisions and then try to gain approval from others.</p>

Description	Dominant	Influencing	Steadiness	Compliant
Measures	How a person solves a problem and responds to challenges	How a person attempts to influence or persuade people	The pace at which a person undertakes activities and responsibilities	How a person responds to rules and regulations set by others
The highest score	The more active and aggressive in trying to overcome problems and obstacles; person will anger more quickly	The more verbal and persuasive in trying to influence toward their way of thinking; person will be more joyful and optimistic	The more person prefers to start, complete one project at a time- also more resistant to change; person will be less emotional, more difficult to read	The more person will comply to rules set by others; person will be motivated more out of fear
The lowest score	The greater the tendency to gather data prior to deciding; person will be slow to anger	The more the person will use data and facts; person will be more pessimistic	The more the person will want faster pace and change. Person will be more emotional and expressive	The more person will challenge rules and seek independence; person will be more fearless
Emotions	ANGER	OPTIMISM	LACK OF EMOTION	FEAR
General characteristics	Direct, decisive, high ego, strength, problem solver, risk taker, self-starter, innovative, challenge status quo	Enthusiastic Trusting, Optimistic Encouraging Persuasive, Talkative, impulsive sense of humour, peacemaker	Good listener Positive, steady Predictable, friendly Understanding Reliable, dependable Patient Empathetic	Accurate, analytical Careful, conscientious Fact finder, precise High standards Systematic Even tempered Realistic
Possible weaknesses	Oversteps authority, argumentative, dislikes routine, attempts too much, opinionated, poor listener	Inattentive to detail More concerned with popularity than results Overuses gestures Listens when convenient Undisciplined	Resist change Adapts slowly to change Holds a grudge Oversensitive Critical Difficulty prioritising Stingy stubborn	Bogged down on details Won't verbalise feelings, Gives in Won't argue Bound by procedures Needs clear boundaries Moody and negative
Greatest fear	Being taken advantage of and failure	Rejection	Loss of security	Criticism and conflict
Temperament	CHOLERIC	SANGUINE	PHLEGMATIC	MELANCHOLY
Organisational tendencies	TASK PROCUCT WORK EXTROVERTED OPTIMISTIC OUTSPOKEN QUICK DECISION MAKER	PEOPLE PRODUCT PLAY EXTROVERTED OPTIMISTIC OUTSPOKEN QUICK DECISION MAKER	PEOPLE PROCESS PLAY INTROVERTED PESSIMISTIC SOFT SPOKEN SLOW DECISION MAKER	TASK PROCESS WORK INTROVERTED PESSIMISTIC SOFTSPOKEN SLOW DECISION MAKER

**HOW DO THE DIFFERENT BEHAVIOURAL STYLES COMMUNICATE BEST WITH EACH OTHER
DOMINANT:**

POWER, GOALS AUTOCRATIC, TELL AND RESULTS- QUICK DECISION MAKER - FEAR OF FAILURE.

TREAT ME LIKE THIS	WORKING WITH A HIGH D		
<p>Try to support my goals and objectives.</p> <p>Ask questions that allow me to discover, not be told.</p> <p>Keep your relationship business-like. Do not attempt to establish a personal relationship unless I want it.</p> <p>If you disagree with me argue the facts, not feelings.</p> <p>Give me recognition for my ideas, not me personally.</p> <p>To influence me you should provide alternative actions with probabilities of their success based on facts.</p> <p>Be succinct, efficient, time-disciplined and organised.</p> <p>Be prepared to negotiate with me. I like that.</p> <p>Emphasise my success and efficiency.</p>	<p>If there is mutual respect, sees another <i>High D</i> as driving, visionary, aggressive, assertive, competitive and optimistic.</p> <p>If mutual respect does not exist, sees another <i>High D</i> as argumentative, dictatorial, arrogant, domineering, nervous and hasty.</p> <tr> <th colspan="2" data-bbox="794 577 1497 616">TO HAVE AN EFFECTIVE RELATIONSHIP</th> </tr> <p>Mutual respect must exist to avoid conflict.</p> <p>Both people must understand one another's realms and boundaries of authority.</p>	TO HAVE AN EFFECTIVE RELATIONSHIP	
TO HAVE AN EFFECTIVE RELATIONSHIP			

WORKING WITH A HIGH I	WORKING WITH A HIGH S	WORKING WITH A HIGH C
<p><i>Views the High I as egocentric, superficial, overly optimistic, glib, too self-assured and inattentive.</i></p> <p>Dislikes being "sold" by the <i>High I</i>. Becomes upset by <i>High I's</i> noncommittal generalisations.</p>	<p><i>Views the High S as impassive, nonchalant, apathetic, accepting, possessive, complacent and non-demonstrative.</i></p> <p>Confrontational and direct approach may overwhelm the <i>High S</i>. Quick pace may cause a passive- aggressive response.</p>	<p><i>Views the High C as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome.</i></p> <p>Thinks that the <i>High C</i> over analyses and gets bogged down in details.</p>
TO HAVE AN EFFECTIVE RELATIONSHIP	TO HAVE AN EFFECTIVE RELATIONSHIP	TO HAVE AN EFFECTIVE RELATIONSHIP
<p>Be friendly, complimentary, listen to ideas and recognise <i>High I's</i> accomplishments.</p>	<p>Avoid pushing; recognise with sincerity the <i>High S</i> good work; be friendly, easy going and steady- paced.</p>	<p>Slow down the pace; give information in a clear form and provide many facts.</p> <p>In discussion, expect <i>High C's</i> to voice doubts, concerns and questions.</p> <p>Remove any potential threats.</p> <p>Allow time for <i>High C's</i> to consider issues & details before making a decision.</p>

INFLUENCE:

PEOPLE, RECOGNITION, PERSUSIVE, LEAD, ACHIEVING THROUGH PEOPLE, QUICK DECISION MAKER - FEAR OF REJECTION.

TREAT ME LIKE THIS	WORKING WITH A HIGH D
<p>I like to talk about opinions and ideas and be supported.</p> <p>I like to be entertaining and fast moving.</p> <p>I don't like to lose arguments so try not to argue.</p> <p>Instead I explore alternative solutions so we can both be enthusiastic.</p> <p>When we reach agreement, iron out specific details concerning what, when, who and how, be sure we agree specifics.</p> <p>Summarise in writing what we both agree upon even though it may not appear necessary.</p> <p>Make sure we are in full agreement concerning when the action must be performed (specification).</p> <p>I will be impressed if you use testimonials from important people or companies with which I can identify.</p>	<p><i>Views the High D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.</i></p> <p>Resents being told what to do.</p> <p>Confused when charm doesn't bring favourable response from the <i>High D</i>.</p>
	TO HAVE AN EFFECTIVE RELATIONSHIP
	<p>Must have direct communication, deal with issues in a straight forward manner, and negotiate commitments/goals on an equal basis.</p>

WORKING WITH A HIGH I	WORKING WITH A HIGH S	WORKING WITH A HIGH C
<p><i>Views another High I as stimulating, charismatic, outgoing and optimistic.</i></p> <p>Will develop relationship quickly and relate well to each other.</p> <p>Both tend to mix business with pleasure.</p> <p>May disregard budget restraints.</p>	<p><i>Views the High S as impassive, nonchalant, apathetic, accepting, possessive, complacent and non-demonstrative.</i></p> <p>Loses patience when <i>High S</i> doesn't react quickly.</p> <p>Can be a motivator and encourager to <i>High S</i>.</p> <p>May become frustrated when <i>High S</i> doesn't express thoughts and feelings.</p>	<p><i>Views the High C as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome.</i></p> <p>Thinks that the <i>High C</i> over analyses and gets bogged down in details.</p> <p>I IS OPTIMISTIC, BIG PICTURE, DECISIVE AND PEOPLE</p> <p>C IS PESSIMISTIC, DETAILS, CAUTIOUS, AND FACTS</p>
TO HAVE AN EFFECTIVE RELATIONSHIP	TO HAVE AN EFFECTIVE RELATIONSHIP	TO HAVE AN EFFECTIVE RELATIONSHIP
<p>Be friendly, complimentary, acknowledge each other's accomplishments.</p> <p>Listen sincerely instead of planning what to say next.</p>	<p>Slow down; be easier going; show appreciation sincerely and establish a friendship with the High S.</p> <p>Above all, don't be pushy.</p>	<p>Present facts clearly and be well prepared for discussion. Remove any potential threats.</p> <p>Expect High C's to express doubts and give them time to evaluate data before making a decision.</p>

STEADY:

PEOPLE, RECOGNITION, PERSUSIVE, LEAD, ACHIEVING THROUGH PEOPLE, SLOW DECISION MAKER - FEAR OF REJECTION

TREAT ME LIKE THIS	WORKING WITH A HIGH D
<p>Provide me a sincere, personal and agreeable environment.</p> <p>Provide a sincere interest in me as a person.</p> <p>Ask "how" questions to get my opinions.</p> <p>Be patient in drawing out my goals.</p> <p>Present ideas or departures from status quo in a non-threatening manner-give me a chance to adjust.</p> <p>Clearly define roles or goals and their place in the plan.</p> <p>Provide personal assurances of support.</p> <p>Emphasise how your actions will minimise my risk.</p>	<p><i>Views</i> the High D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.</p> <p>Intimidated by the D's confrontational approach.</p> <p>Will not get angry but will get even.</p> <p>Withdraws and slows down the action.</p>
	<p>TO HAVE AN EFFECTIVE RELATIONSHIP</p>
	<p>Must have direct communication, deal with issues in a straight forward manner, and negotiate commitments/goals on an equal basis.</p>

WORKING WITH A HIGH I	WORKING WITH A HIGH S	WORKING WITH A HIGH C
<p><i>Views</i> the High I as egotistical, superficial, overly optimistic, glib, too self-assured and inattentive.</p> <p>On the surface, relationship will look good. Slows down the action and pace of High I.</p> <p>High S protects his/her position.</p> <p>Avoids taking a stand and confronting.</p>	<p><i>Views</i> another <i>High S</i> as dependable, self-controlled, patient, kind, accommodating and attentive.</p> <p>Will be supportive to each other but very little will be accomplished.</p> <p>Will avoid confrontation and seldom disagree openly.</p> <p>To accomplish results, goals must be set by external means.</p>	<p><i>Views</i> High C as overly dependent, evasive, defensive, focused on details, cautious and compliant.</p> <p>Similar to High C-does not hurry and is passive.</p> <p>Both reluctant to make decisions.</p> <p>Translates the High C coolness as personal rejection.</p> <p>Pushes to build a relationship too soon.</p>
<p>TO HAVE AN EFFECTIVE RELATIONSHIP</p>	<p>TO HAVE AN EFFECTIVE RELATIONSHIP</p>	<p>TO HAVE AN EFFECTIVE RELATIONSHIP</p>
<p>Be friendly, complimentary, acknowledge each other's accomplishments.</p>	<p>Move at steady pace; express appreciation; establish a friendship with another <i>High S</i>.</p>	<p>Present the facts clearly and in an organised fashion.</p> <p>Be well prepared for discussion and expect <i>High C</i> to express doubts and ask questions.</p> <p>Provide time for them to evaluate all information before making a decision.</p>

COMPLIANT:

POLICY, RULES, PROCEDURE, QUALITY, SLOW DECISION MAKER - FEAR OF CONFLICT

TREAT ME LIKE THIS	WORKING WITH A HIGH D	
<p>Try to support my organised and thoughtful approach.</p> <p>Any contributions towards my objectives should be demonstrated through actions rather than words.</p> <p>Be systematic, exact, organised and prepared with me.</p> <p>List advantages and disadvantages of any plan you propose and have viable alternatives for dealing effectively with the disadvantages.</p> <p>Give me the time to clarify your words and actions.</p> <p>I like things in writing so follow up your discussion with an email or text.</p> <p>Provide solid, tangible evidence (not someone's opinion) that what you say is true and accurate.</p>	<p><i>Views</i> the High D as argumentative, dictatorial, arrogant, domineering, nervous, pushy and impetuous.</p> <p>Uses external authority to deflect the High D's demands.</p> <p>Tension: High C focus on detail: High D sees the "Big picture."</p>	
	<th data-bbox="802 589 1497 622">TO HAVE AN EFFECTIVE RELATIONSHIP</th> <p data-bbox="802 633 1497 925">Must have direct communication, deal with issues in a straight forward manner, and negotiate commitments/goals on an equal basis.</p>	TO HAVE AN EFFECTIVE RELATIONSHIP

WORKING WITH A HIGH I	WORKING WITH A HIGH S	WORKING WITH A HIGH C			
<p><i>Views</i> the High I as egotistical, superficial, overly optimistic, glib, too self-assured and inattentive.</p> <p>High C's pessimistic attitude dampens High I's enthusiasm.</p> <p>Highlights possible dangers and problems. Insists on obtaining all the facts and details.</p>	<p><i>Views</i> the <i>High S</i> as impassive, lenient, possessive, complacent and nonchalant.</p> <p>Agrees with the <i>High S</i> on importance of cooperation reducing risks and using caution in making decisions.</p> <p>Concerned that <i>High S</i> is not precise enough.</p> <p>Ignores the High S's need to develop a relationship.</p>	<p><i>Views</i> another High C as a perfectionist who is accurate, thorough, systematic, agreeable and adaptable.</p> <p>Will work and cooperate well together.</p> <p>Will devise careful plans and create extensive control systems.</p> <p>High C's concern for being correct will override concern for meeting deadlines.</p>			
<th data-bbox="97 1563 563 1641">TO HAVE AN EFFECTIVE RELATIONSHIP</th> <td data-bbox="571 1563 1029 1641"> <th data-bbox="571 1563 1029 1641">TO HAVE AN EFFECTIVE RELATIONSHIP</th> <td data-bbox="1037 1563 1497 1641"> <th data-bbox="1037 1563 1497 1641">TO HAVE AN EFFECTIVE RELATIONSHIP</th> </td> </td>	TO HAVE AN EFFECTIVE RELATIONSHIP	<th data-bbox="571 1563 1029 1641">TO HAVE AN EFFECTIVE RELATIONSHIP</th> <td data-bbox="1037 1563 1497 1641"> <th data-bbox="1037 1563 1497 1641">TO HAVE AN EFFECTIVE RELATIONSHIP</th> </td>	TO HAVE AN EFFECTIVE RELATIONSHIP	<th data-bbox="1037 1563 1497 1641">TO HAVE AN EFFECTIVE RELATIONSHIP</th>	TO HAVE AN EFFECTIVE RELATIONSHIP
<p>Be friendly, complimentary, listen to ideas and recognise <i>High I's</i> accomplishments.</p>	<p>Be amiable and relaxed.</p> <p>Work at establishing a friendship with the <i>High S</i>.</p> <p>Show appreciation for tasks well done.</p>	<p>Be natural and go at a slow pace; talk about facts and details.</p> <p>Remove any apparent threats.</p> <p>Be well prepared; plan carefully.</p> <p>Accept and encourage doubts and questions.</p> <p>Give ample time for evaluation before making a decision.</p>			

ON A MORE PERSONAL LEVEL

2 HIGH D

Because it is in the nature of a D style to seek authority and dominance, any relationship between two individuals of this kind will inevitably contain a measure of tension, as each vies for the dominant position, and not unusually this tension can break out into open conflict.

D styles can generally only work well together if they have mutual respect and goals in common with a defined area of authority.

HIGH D AND HIGH I

As with two D styles, this is often a difficult pairing, as each is assertive and demanding of the other.

The D style is interested in material and business success, while the I style focuses on social success.

This means that a D style and an I style can make an effective partnership if they are both aware of their D and I characteristics.

HIGH D AND HIGH S

This is an effective pairing purely in terms of results because the S style is capable of preparing detailed plans and carefully considering their implications, while the D style possesses the driving, assertive approach needed to put these plans into effect.

On a personal level, however, the degree of difference between these two styles often makes it difficult for them to respect one another's abilities.

HIGH D AND HIGH C

This combination is often effective in a personal and business sense.

The C style's ability to work with structure and detail, coupled with the drive and purposefulness of the D partner, mean that each style covers many of the other's weaknesses.

Both are controlled in approach, and this often gives them enough common ground to develop a mutual respect, although this partnership will rarely be close in a personal sense.

ON A MORE PERSONAL LEVEL

2 HIGH I

On a purely personal level, relations between I styles tends to be good. The cheerful, outgoing style associated with the I style reacts to nothing so well as another person of the same type.

On occasion, a sense of light-hearted competition can appear as they jostle for personal attention, but this rarely escalates into actual confrontation.

The joviality and sense of fun connected with I styles, however, means that such a pairing can have a negative impact on performance in purely business terms.

HIGH I AND HIGH S

This is generally a successful partnership.

The S style has the steady, reliable style to keep the I partner from losing sight of their goals or intentions, while the I style has the social extroversion necessary to build a personal relationship.

Under some circumstances, the S partner can become quite dependent on their more assertive partner.

HIGH I AND HIGH C

These are two diametrically opposed styles with entirely different sets of values, and hence it is often difficult for them to form an effective relationship.

Their relative skills and abilities, however, tend to complement each other well in a practical sense, and on the rare occasions where two people of these kinds are able to form a workable partnership, the results are often impressive.

ON A MORE PERSONAL LEVEL

2 HIGH S

Two solid, dependable and loyal individuals with open and sympathetic attitudes, a partnership of S styles will often work well together, and frequently form quite a strong bond.

A potential problem here, however, is that each S style's need for time to consider and plan will be increased exponentially by attaching them to another with the same need.

Ideas or plans can sometimes be exchanged and corrected between the two partners over a very long timescale indeed before an action is finally taken.

HIGH S AND HIGH C

This is likely to be a fairly effective and complementary partnership but could be somewhat unpredictable.

The fact that both styles are passive provides the foundation for a relationship, but specific factors can sometimes work to undermine this.

The S style might be looking for a strong personal tie, while the C style would have no particular interest in such a relationship).

ON A MORE PERSONAL LEVEL

2 HIGH C

C styles are not naturally competitive; however when two come into contact with one another, a type of competition can evolve.

This normally consists of attempts on either side to demonstrate superior skills or knowledge.

If they are able to overcome this tendency, however, C styles can build a workable and productive team.

COMPLETE THE COURSE REVIEW

**REACTION TO THE
TRAINING AND
CONTENT**

**WHAT KNOWLEDGE
HAVE I GAINED FROM
THE COURSE AND
CONTENT**

**WHAT BEHAVIOUR
WILL I CHANGE
BASED ON THE
LEARNING**

**WHAT RESULTS CAN I
EXPECT**

GENERAL FEEDBACK

TAKE AWAY

