



Facets of DISC Style



Talent Lab

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Attitude towards teamwork

D-style

D Style wants to be above a team. He does not want to be just a member but wants to control the team. He participates in the teamwork as it supports his own goals and needs.

I-STYLE

I Style wants to belong to many teams, or better, doesn't want to be excluded from any team. He seeks for acceptance and wants people to like and want him. He does not want to be that involved in any team that it would take away time from looking for new teams to join.

S-STYLE

For S Style, it is very important to be part of one team. He looks for security, feeling of being a part of something, continuity and trust. He may give a lot to the team he belongs to, being one of the "work horses" in the team.

C-style

C Style is not particularly motivated by being part of a team or having to share anything. However, he wants to be part of a team as the team can give him the possibility to concentrate on his own tasks and delegating other responsibilities to the team. He wants to work on the periphery edge of the team focus on his own area of expertise.



Attitude towards teamwork

D-STYLE:

- Unnecessary waste of time
- Everyone should have own areas of responsibility
- The results measure success

S-STYLE:

- Creates security
- Ensures everyone's working toward same goal(s)
- Important in ensuring a flow of information

I-STYLE:

- Important way to influence others
- Increases a sense of togetherness
- Makes work more meaningful

C-STYLE:

- Clarifies the delegation of responsibility
- Must be kept formal
- Must not become waste of time

Authority is based on

D-STYLE:

Fear
Power
Distance

S-STYLE:

Experience
Expertise
Bureaucratic status

I-STYLE:

Charisma
Motivation
Atmosphere

C-STYLE:

Distance
Rules and standards

Behavioural Styles in Team

D-STYLE:

Creates new systems, makes decisions.
Controls activities.

S-STYLE:

Checks the new ideas.
Provides context to issues.

D/I-STYLE:

Sees future, looks at the big picture.
Dives into new areas, creates new opportunities.

S/C-STYLE:

Masters the facts, understands the systems.
Takes care of details and organisation of day-to-day activities.

I-STYLE:

Provides emotional support, maintains personal contacts.
Creates activity, inspires others.

C-STYLE:

Takes into account the surroundings, analyses problems.
Handles issues thoroughly.

I/S-STYLE:

Understands others, brings up human factors.
Supports others in decision making.

C/D-STYLE:

Discusses issues logically and weighs pros and cons.
Discovers mistakes and inconsistencies.
Analyses ideas.



Benefits and Challenges to the Employer

D-STYLE:

Benefits

- Identifies with the organisation
- Keeps feet on the ground
- Does not accept “useless” chatter

Challenges

- May create bureaucracy
- May make organisation less flexible
- May be pessimistic

I-STYLE:

Benefits

- Gives a good picture of the organisation
- Adds openness, joins people
- Generates discussion

Challenges

- May get involved in too many things
- May let emotions direct oneself
- May not stay in own work area

S-STYLE:

Benefits

- Demands goals
- Takes on responsibility
- Finds the shorter path

Challenges

- Threshold for leaving is low
- May not identify with the organisation
- May cause internal competition and conflicts

C-STYLE:

Benefits

- Ensures quality & correctness
- Strives for perfection
- Controls the system

Challenges

- May hold on to information
- May hold back creativity by emphasising rules
- Creates “power of knowledge”

Benefits and Challenges to the Supervisor

D-STYLE:

Benefits

- Is independent
- Does not disturb
- Does not need a lot of personal attention

Challenges

- May exceed levels of authority
- May rebel, can be stubborn
- Works own way and according to own schedule

I-STYLE:

Benefits

- Is not shy
- Takes responsibility for the development of atmosphere
- Generates new ideas

Challenges

- May talk too much
- May not concentrate
- Focuses on the pleasant issues
- Procrastinates decision making

Benefits and Challenges to the Supervisor

S-STYLE:

Benefits

- Reliable
- Stays within area of responsibility
- Completes the task

Challenges

- Requires support in changing environment
- May ponder too much
- Holds to principles

C-STYLE:

Benefits

- Ensures the correctness of instructions
- Asks when does not know
- Can analyse

Challenges

- May require a lot of instructions and support
- May not be active



Benefits and Challenges to the Team

D-STYLE:

Benefits

- Shows direction
- Prevents chatter
- Takes care of own projects
- Keeps the team moving

Challenges

- May underestimate others
- May not listen to others
- May be too blunt
- May order others

I-STYLE:

Benefits

- Finds the brighter side
- Sells the ideas to the team
- Acts as the positive spearhead

Challenges

- Head in the clouds
- May disturb the daily routines
- May not listen to the issues
- May want to please too much

S-STYLE:

Benefits

- Ensures tasks are completed
- Helps and supports others
- Conscience of the team

Challenges

- May oppose new ideas
- Receives but does not provide information
- Cannot estimate own team critically

C-STYLE:

Benefits

- Keeps focus on the issues
- Acts as the internal controller
- Provides focus
- Provides the analytical side

Challenges

- May be too much by oneself
- May be too straight at times
- May be overly critical

Career Goals

D-STYLE:

- Typically wants to increase one's power, authority, and/or area of influence.
- Wants freedom from routines and to be able to oversee things from above.

I-STYLE:

- Wants to increase network of associates and friends, and to work on issues that deal with people and atmosphere.
- Values freedom from paperwork and pressuring other people.

S-STYLE:

- Wants to make a greater contribution to the organisation, while being able to use own area of expertise.
- Wants freedom from "being at the mercy of others", wants to predict own future.

C-STYLE:

- Wants to utilise own professional skills and knowledge in more challenging situations.
- Wants freedom from conflicting instructions and more opportunity to work based on the "wrong-right" criteria.

Communication

D-STYLE:

- Often to only one direction, he/she talks
- Own opinions as facts
- May be blunt
- Good in disciplining

I-STYLE:

- Selling and inspiring
- Talks a lot, but not about details
- Avoids unpleasant subjects
- Good in providing constructive feedback
- Not always direct

S-STYLE:

- Often only to one direction, he/she listens
- Answers when asked
- Talks calmly
- Creates trust
- Talks about topics he/she masters
- Better in one-to-one situations
- Good instructor

C-STYLE:

- Better in written communication
- Doesn't exactly express disagreeing views
- Includes a lot of facts and details
- May lose essentials
- Doesn't talk about opinions or abstract matters
- Extremely diplomatic

Communication Style

D-STYLE:

Direct, even blunt
To one direction: from him/her to others
Communicates own views and opinions as facts
Focuses on results, little on small talk
Dominates the communication
Impatient listener, may not listen at all

Often to one direction: he/she listens
Creates trust
More comfortable in one-on one communication
Talks calmly
Talks about issues he/she masters
Can see things from many viewpoints, patient listener

I-STYLE:

Very talkative
Inspiring and selling style
Talks about the pleasant and fun issues, avoids details
Speaks about people and feelings
Avoids unpleasant issues
Often is not direct
Does not listen for very long

C-STYLE:

Fairly quiet and reserved
Focuses on providing detailed information
Does not talk about personal issues openly
Does not easily talk about own view and opinions
May lose essentials
Critical listener if issues not presented logically

S-STYLE:

When Communicating with

D-STYLE:

- Focus more on feelings and emotions
- Talk less, listen more
- Be more patient
- Slow down your presentation
- Be careful not to dominate the interaction
- Allow time for “small talk”
- Be careful not to come across as blunt and impolite

S-STYLE:

- Be more expressive and animated
- Speed up your presentation
- Talk more
- Keep emotions under control
- Focus a little less on details
- Be careful not to come across as too opinionated
- Be more results-oriented in your communication

I-STYLE:

- Talk less, listen more
- Focus more on details and facts
- Be more direct
- Slow down your presentation
- Be careful not move too close to others
- Remember to follow up
- Do not get too emotional
- Keep to the subject

C-STYLE:

- Talk more
- Talk less about detail, facts and figures
- Be more expressive
- Focus on being more inspiring
- Spend more time chatting
- Speak more about people and emotions
- Be careful not to appear cold, impolite and distant

Communication and a D-Style

GENERALLY, THE WAY ONE SHOULD APPROACH D-STYLE PERSON:

- “This is your goal”
- “I need only five minutes of your time”
- “What do you want and when do you want it to be ready?”
- “Here is a problem that you should resolve”
- “This must be ready by....”

IF YOU ARE I-STYLE:

- Provide clear time limitations
- Be less flexible and adapting
- Avoid interruptions – stay focused
- Respect his/her need for independence
- Be direct

IF YOU ARE S-STYLE:

- Concentrate on what/when goals
- Act faster
- Focus on issues
- Provide feedback regularly
- Show interest

IF YOU ARE C-STYLE:

- Stress short-term goals
- Be direct and task-oriented
- Be less theoretical
- Go into issues and be positive
- Do not take his/her directness personally
- Use pictures, start with the overall picture

Communication and a I-Style

GENERALLY, THE WAY ONE SHOULD APPROACH I-STYLE PERSON:

- “I would like to hear your opinion”
- “We could exchange our views on this”
- “Could we speak about some new alternatives?”
- “Could we meet and discuss this?”
- “How do you think we should act on this?”

IF YOU ARE D-STYLE:

- Show your enthusiasm
- Be optimistic
- Be open to others' opinions
- Show your ability to adapt
- Ask his/her opinion before you make decisions

IF YOU ARE S-STYLE:

- Speed up, act faster
- Speak more
- Take him/her into consideration, be more cooperative
- Take time to discuss alternatives
- Take part enthusiastically

IF YOU ARE C-STYLE:

- Concentrate on “who and what else” goals
- Be open and discuss
- Do not lose contact with him/her
- Adapt a team attitude (e.g., Let's do it together)
- Do not focus on mistakes, remember achievements

Communication and a S-Style

GENERALLY, THE WAY ONE SHOULD APPROACH S-STYLE PERSON:

“How should we proceed?”

“We should act like this. First this and then that...”

“How do you think we should do this?”

“I want you to be involved in planning from the beginning.”

IF YOU ARE D-STYLE:

Focus on how/how much

Provide time to consider issues from his/her angle

Be less demanding

State both sides of the issue, begin with negative and end with positive

Warn about changes beforehand

Don't pressure into too fast reactions or decisions

IF YOU ARE I-STYLE:

Demonstrate the reliability and continuity of the issue

Speak also about the negative aspects

Provide enough background information

Do not expect too fast action

Listen, do not interrupt, give time

IF YOU ARE C-STYLE:

Explain things step by step

Use practical examples, avoid using numbers only

Provide time to analyse the information

Also consider the risk factors

Consider his/her opinion, ask

Communication and a C-Style

GENERALLY, THE WAY ONE SHOULD APPROACH C-STYLE PERSON:

“I would like to provide you with some additional information”

“I would like to hear your Assessment”

“What are the pros and cons of the different alternatives?”

“Could you list the key issues?”

IF YOU ARE D-STYLE:

Answer questions carefully, give reasons

Respect his/her expertise and be less commanding

Do not make yourself threatening

Listen and encourage discussion

Offer alternatives

IF YOU ARE I-STYLE:

Concentrate on why/what questions

Explain carefully, utilise references and facts

Prepare, slow down, and think before you act

Be open to questions and feedback

Provide information in writing

Be sincere and modest

IF YOU ARE S-STYLE:

Provide background information

Respect his/her technical attitude

Understand his/her independence

Provide all relevant information

Provide regular fact-based feedback

Communication Considerations

WHEN COMMUNICATING WITH D-STYLES:

- Be direct and specific.
- Provide alternatives.
- Ensure he/she "wins".
- Disagree only on facts.
- Enjoy the battle.
- Do not be emotional.
- Do not dominate.
- Act quickly, he/she decides fast.

WHEN COMMUNICATING WITH I-STYLES:

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

WHEN COMMUNICATING WITH S-STYLES:

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.
-

WHEN COMMUNICATING WITH C-STYLES:

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.

Pros and Cons as an Entrepreneur

D-STYLE:

Pros

- Ability to take risks
- Makes decisions quickly
- Aggressive
- Moves fast
- Results focused
- Handles change well
- Develops new ideas
- Competitive
- Jumps into new things
- Works well under pressure

Cons

- Too aggressive and blunt
- Short fuse
- Impatient
- Does not listen
- Orders others
- Forgets details
- Arrogant toward teamwork
- Does not see risks
- Overly optimistic

I-STYLE:

Pros

- Outgoing and active
- Good promoter
- Gets people involved
- Generates new ideas, not conventional
- Good in sales
- Customer-orientated
- Acquires resources by networking

Cons

- Forgets the roles
- Not good w/ administration
- Avoids conflicts
- Has difficulty making “tough” decisions
- Gets involved in too many things
- May let emotions direct self
- Difficulty with routines

Pros and Cons as an Entrepreneur

S-STYLE:

Pros

- Calm and steady
- Patient
- Reliable
- Good with customer service
- Builds trusts
- Diplomatic
- Thorough
- Conscientious
- Keeps feet on the ground
- Supportive of others

Cons

- Worships status quo
- Too conventional
- May require support
- May oppose new ideas
- Can be inflexible
- Risk averse
- Gets stuck in routines
- May avoid sales and promotion work
- May be too timid

C-STYLE:

Pros

- Analytical
- Good with details, does not forget
- Organised, things in order
- Can work alone
- Expert
- Consistent quality
- Strives for perfection
- Controls the systems

Cons

- May get stuck w/ details and loses the “big picture”
- Sometimes too shy and timid
- Avoids risks
- Slow with change
- Can be overly critical
- May work too much by self, forgets to promote and sell
- Requires instructions and support

Customer Service – Challenges

D-STYLE:

- Impatient listener - may not discover the true need/issue
- Tendency to offer solutions too quickly
- May exceed level of authority
- May get into arguments with the customers
- May not show enough empathy and understanding
- May lack diplomacy

I-STYLE:

- May overlook the details and facts
- May spend too much time talking, not enough listening
- May mix issues and emotions
- May procrastinate with the difficult/unpleasant issues
- May forget to follow up
- May want to please too much and promises too much

S-STYLE:

- May be slow to move and decide in new situations
- Inexpressive
- May not show enough enthusiasm
- May refer to the rules and appear inflexible
- May focus too much on the negative and be pessimistic
- Bureaucratic

C-STYLE:

- May appear distant and too quiet
- May focus on facts/details overlooking the human aspect
- May not exhibit enough enthusiasm
- May not spend enough time relating with the customers
- May be too inflexible or refer to policies too often

Customer Service – How to Improve

D-STYLE:

- Slow down, be more patient
- Talk less and focus on listening to the customer
- Be less expressive with own opinions
- Focus more on details
- Be less aggressive and blunt
- Spend more time relating to the customers
- Follow up

I-STYLE:

- Focus more on listening to the issues and needs
- Talk less
- Focus more on details, facts, and specifics
- Remember to follow up
- Do not get too emotional
- Remember that sometimes you cannot please everyone
- Be more careful

S-STYLE:

- Move faster to resolve the issues and to provide solutions
- Take more risks, chances
- Be more assertive, confident
- Rely less on the old ways of doing things
- Be positive and optimistic
- Be more decisive
- Be more expressive

C-STYLE:

- Focus more on feelings and emotions
- Talk less about the facts and details, focus more on people
- Spend more time relating to the customers
- Focus a little less on the rules and policies, be more flexible
- Talk more
- Be more expressive, animated

Customer Service – Strengths

D-STYLE:

- Resolves issues quickly
- Takes responsibility
- Comes up with new solutions
- Is decisive, responsive and fast
- Handles new situations well
- Can handle pressure well
- Focuses on the issues
- Does not get emotional
- Handles issues independently

S-STYLE:

- Remains calm and steady
- Is patient listener, finds out the needs/issues
- Reliable and thorough
- Builds and maintains trust
- Good with fact and details
- Appears easy-going, pleasant, and neutral
- Fair and just
- Accepting and warm

I-STYLE:

- Outgoing and positive
- Easy to approach and makes customers feel comfortable
- Is seen as open and friendly
- Gets excited and enthusiastic
- Puts customers in a good mood and creates a positive atmosphere
- Enjoys interacting with new people

C-STYLE:

- Thorough with details and facts, an expert
- Systematic and exact
- Provides consistent service
- Aims for perfection
- Strives for quality and correctness
- Focuses on the issues
- Does not get emotional
- Gets help when doesn't know

Decision making

D-STYLE:

- Strong opinions
- Wants to make decisions
- Cold decisions
- New situations
- Difficult decisions
- Quick

I-STYLE:

- May change opinion to avoid conflicts
- Remembers human aspects
- Customer-oriented
- Feeling based

S-STYLE:

- Wants to double check
- Is cautious in new situations
- Avoids risks
- Thinks about how it has been solved in the past

C-STYLE:

- Doesn't make final decision until knows all the details
- Doesn't take risks
- Is able to handle large amounts of detail

Decision making

D-STYLE:

- Wants to make the decisions
- Fast
- Comfortable with 'cold' decisions
- Keeps the big picture in mind
- Independent
- Does not follow rules
- May exceed authority level
- Doesn't need a lot of information
- Takes risks
- May forget the effects on people

S-STYLE:

- May postpone the final decision
- Wants to double check
- Slow
- Looks for precedents
- Looks for more information
- Is cautious
- Tries to avoid risks
- Looks for support
- Considers the effects on others

I-STYLE:

- Feeling based
- Relatively fast
- Looks for the "popular" and/or favorable decision
- Keeps people in mind
- Does not need a lot of supporting information
- May overlook details
- Optimistic about the outcomes
- May forget the big picture

C-STYLE:

- May not make the final decision
- Needs a lot of supporting information
- Is able to consider a large amount of information
- Avoids risk
- Slow
- Follows rules
- Concentrates on fact and details

Development Discussion - Expectations by Subordinate

D-STYLE:

Opportunity to influence supervisor and move own goals forward.
Expects to get to speak.
Wants to talk about changes.

I-STYLE:

Opportunity to get to know the supervisor better.
Expects balanced exchange of ideas.
Hopes that the supervisor provides new ideas.

S-STYLE:

Opportunity to receive information on the plans of the organisation.
Expects to be the receiving participant.
Wants the supervisor to make a plan of action for him/her.

C-STYLE:

Opportunity to receive clearer instructions.
Wants to analyse issues that have occurred.
Wants statistics and instructions to do the talking.

Development Discussion - Expectations by Supervisor

D-STYLE:

Uses as a forum to communicate own goals.
Expects the other person to listen and speaks.
Wants to achieve agreement.

I-STYLE:

Uses to maintain good atmosphere and friendliness.
Expects exchanging of ideas.
No need to achieve clearly defined end result.

S-STYLE:

Important in ensuring trust and feeling of togetherness.
Wants to provide and receive information.
Wants to remove all open issues and questions.

C-STYLE:

Uses for distributing information and ensuring quality.
Wants a standard of comparison for the discussion.
Wants everything to be checked and ensured.

Development Discussion

- How To Achieve a Commitment to Decisions

WITH A D-STYLE:

Let him/her come up with the most important decisions.
Show how he/she will benefit.
Make succeeding challenging.
Provide as much freedom as possible.

WITH A I-STYLE:

Be positive and enthusiastic regarding the issue.
Take time to discuss the issue long enough.
Make work fun.
Demonstrate the enthusiasm of others as well.

WITH A S-STYLE:

Show clearly how to act.
Remove all possible threats.
Be sincere and honest.
Go through all other alternatives.

WITH A C-STYLE:

Provide him/her a clear individual role.
Do not leave things up in the air.
Go through the details.
Express your own interest in the issue.

Development Discussion - Typical Preparation

D-STYLE:

Very little preparation.
One main goal that wants to achieve.
Prepares to win.

I-STYLE:

Does not prepare - "the event is a conversation."
Expects something positive to happen.
Tries to postpone the meeting if is afraid of the discussion.

S-STYLE:

Brings all agreements and common principles to the meeting.
Concentrates on the open issues and fears.
Prepares to defend him/herself.

C-STYLE:

Discusses only if there is information to base it on.
Wants to know the end result beforehand.
Prepares to scrutinise or debate.

Development Discussion - What Type of Role?

D-STYLE:

Controlling role.
Sets the goal(s) to the meeting.
Impatient listener.

I-STYLE:

Avoids talking about personal issues.
Tries to prove things.
Can be very stubborn.
Relatively passive.

S-STYLE:

In the beginning takes a listening and observing role.
Wants to emphasise fairness and equality -talks about others.
Easily assumes a defensive role.

C-STYLE:

Takes an active role in a positive discussion.
In a negative discussion takes an avoiding role.
Explains things.

Development Discussion

- You Would Be a More Effective Subordinate, If...

D-STYLE:

- Would be more willing to discuss.
- Would listen to the view(s) of supervisor.
- Would keep his/her cool and patience.

I-STYLE:

- Would stop to listen and not think what will say back.
- Would not take things personally and emotionally.
- Would recognise own principles that are based on emotions.

S-STYLE:

- Would be quicker in expressing what really thinks.
- Would not nod when does not agree.
- Would allow him/herself the opportunity to openly listen to new suggestions.

C-STYLE:

- Would not analyse new ideas too quickly.
- Would bring up opportunities.
- Would talk about own feelings.
- Would believe in the impossible for a moment.

Development Discussion

- You Would Be a More Effective Supervisor, If...

D-STYLE:

- Would ask the subordinate what the topics of the discussion are.
- Would let subordinate develop solutions.
- Would avoid being superior others.
- Would avoid talking about negative issues.

I-STYLE:

- Would make own goals clear.
- Would follow up.
- Would have patience to listen to the subordinate.
- Would also discuss negative issues.

S-STYLE:

- Would more clearly express own opinions.
- Would hold on to own opinions.
- Would not get into chatter and avoid the issues.

C-STYLE:

- Would emphasise positive issues.
- Would talk about own feelings and thoughts.
- Would not appeal to rules of the discussion and other people.
- Would smile.

Do This – Avoid That

D-STYLE:

Do:

- Give immediate feedback
- Concentrate on subject
- Maintain result-orientation

Don't:

- Frustrate his/her desire to start action
- Restrict his/her power
- Spend time on non-essentials

I-STYLE:

Do:

- Be responsive and listen
- Give assurance
- Be optimistic
- Be with him/her all the time

Don't:

- Set unnecessary restrictions
- Put down his/her enthusiasm
- React negatively

S-STYLE:

Do:

- Give organised feedback
- Give supporting material
- Let him/her finish his/her work
- Maintain continuity

Don't:

- Be restless
- Make sudden changes
- Work against what was agreed

C-STYLE:

Do:

- Give detailed information
- Be open to questions
- Give time to think and prepare

Don't:

- Keep information to yourself
- Pressure for immediate answers
- Force to use power

Doing

D-STYLE:

Do It Now

S-STYLE:

Let's Do It As Agreed

D/I-STYLE:

Let's Do It

S/C-STYLE:

Let's Do It How It Should Be

I-STYLE:

Let's Do It Happily

C-STYLE:

Let's Do It Right

I/S-STYLE:

Let's Do It Together

D/C-STYLE:

Do It

Dos and Don'ts with the Styles

D-STYLE:

Do:

- Be direct.
- Provide alternatives.
- Ensure he/she "wins".
- Give immediate feedback.
- Concentrate on subject.
- Act quickly.
- Let him/her speak and listen.
- Focus on issues.
- Show interest.
- Provide direct answers

Don't:

- Go into all the details.
- Provide too much information.
- Try to control the situation.
- Talk too much.
- Lose focus.
- Slow down.
- Take issues personally.

I-STYLE:

Do:

- Maintain positive atmosphere.
- Help to achieve popularity and recognition.
- Allow to express him/herself.
- Take time to chat and talk.
- Be more expressive.
- Be more enthusiastic.
- Focus on the big picture.
- Focus on the people aspects.
- Get involved in the process.

Don't:

- Talk about too many details.
- Fail to socialise.
- Bring up negative issues.
- Fail to have fun.
- Set restrictions.
- Be too practical.
- Be pessimistic.

Dos and Don'ts with the Styles

S-STYLE:

Do:

- Proceed in logical order.
- Ask specific questions to find out true needs.
- Provide support.
- Provide precedents to reduce uncertainty.
- Remember fairness and justice.

Don't:

- Forget your promises.
- Make unexpected changes.
- Be unreliable.
- Forget to provide enough information.
- Move too fast.
- Be impatient.

C-STYLE:

Do:

- Listen carefully.
- Answer questions calmly and carefully.
- Be thorough; remember to include all relevant information.
- Slow down your presentation.
- Utilise written supporting materials.
- Find out what the key issues are and focus on them.

Don't:

- Move too fast.
- Spend too much time with small talk.
- Move too close.
- Lose patience in providing all the requested information.
- Expect decisions right away.

Factors that Motivate Buying Decisions

D-STYLE:

- Achievement
- Easiness and quickness
- Make him/her a pioneer or different from the masses
- Building status
- Possibility to win
- Ability to buy quickly and to move on
- Make him/her look strong, independent, a risk taker

S-STYLE:

- Security
- Reliability
- Safety
- Maintenance of existing routines and systems
- Structure
- Fairness and justice
- Family-issues
- Removal of threats and uncertainty

I-STYLE:

- Recognition
- Popularity
- Visibility
- Feelings and emotions
- Maintenance/improvement in atmosphere
- Feeling of belonging
- Testimonials and references
- Fun
- Ability to meet new people

C-STYLE:

- Logic
- Plenty of information to make “good” decision
- Clear, cold facts and details
- Factual comparisons
- Study/test results
- Security
- Safety
- Clear instructions

Behavioural Styles – Fears

D-STYLE:

Losing control
Failure

S-STYLE:

Insecurity
Losing face

I-STYLE:

Abandonment
Fights – doesn't participate in
conflicts

C-STYLE:

Disorganisation
Conflicts

Five dysfunctions of teams

BUILDING TRUST

Willingness to be vulnerable, to admit "I am wrong", "I made a mistake" and "I need help" within the team setting.

D style	I style	S style	C style
<ul style="list-style-type: none"> ▪ Use power vs. trust ▪ Will have difficulty admitting mistakes or asking for help ▪ Trust will come only over time and will usually be displayed privately 	<ul style="list-style-type: none"> ▪ Likes to see the best in others and accepts their faults although often I-styles do not accept differences ▪ If feels wronged, will disengage and have difficulty reengaging ▪ Often seen as "too scattered" to be trusted 	<ul style="list-style-type: none"> ▪ If obligations are not met, will judge self negatively unless believes someone else is at fault ▪ If asked will often help more often than has time for ▪ If pushed, will defend and explain and get stubborn 	<ul style="list-style-type: none"> ▪ Is reluctant to admit mistakes ▪ Needs to be prepared and have the facts ▪ Will deliver on promises ▪ Develops trust by acting predictably and being able to predict others

Five dysfunctions of teams

MASTERING CONFLICT

Productive, ideological conflict: passionate, unfiltered debate around issues of importance to the team.

D style	I style	S style	C style
<p>Has the "right" answers</p> <ul style="list-style-type: none"> Needs strong evidence or resistance from team members to adjust views Can be impatient with debate- has mind made up 	<ul style="list-style-type: none"> Is either the team's most positive or negative member. Depends on his view of the situation. Avoids conflict unless forced to engage Can be emotional and could speak without thinking 	<ul style="list-style-type: none"> Tries to see all sides of the situation Can change own "external" opinion (but not his real opinion) for the sake of compromise Will engage in debate on the practical problems of implementation 	<ul style="list-style-type: none"> Avoids public conflict Sees conflict as risky, especially when it involves people's feelings Will use the facts only as their basis of debate

Five dysfunctions of teams

ACHIEVING COMMITMENT

Comes from a combination of Buy in and Clarity. Buy-in is the achievement of honest emotional support. Clarity is the removal of assumptions and ambiguity from a situation.

D style	I style	S style	C style
<ul style="list-style-type: none"> Strives for clarity Could assume silence equals buy in Slow to provide support unless "what's in it for me" is clear 	<ul style="list-style-type: none"> Provides encouragement and support Is excited by possibilities if likes the idea Is comfortable with ambiguity 	<ul style="list-style-type: none"> Careful to commit, but once committed will work hard to make it happen Wants to see a clear plan Prefers slow, incremental change 	<ul style="list-style-type: none"> While commitment is always somewhat relative to C-style, it will be conditional until has all the facts Will test accuracy of the assumptions being made Will strive for clarity may not speak up with their concerns

Five dysfunctions of teams

EMBRACING ACCOUNTABILITY

The willingness of team members to remind one another when they are not living up to the performance standards of the group.

D style	I style	S style	C style
<ul style="list-style-type: none"> Will set a high standard for self and others Will directly confront others, maybe in a blunt style May not listen well or discount other's confrontation of their behaviour 	<ul style="list-style-type: none"> Likes to emphasise and praise the positive. (Albeit, positive expressions are the only way how I-style expresses him/herself) Enjoys producing shared work products <p>Will either joke or indirectly comment on deficiencies, hoping the person will get the point. Sometimes say also speak behind people's backs.</p>	<ul style="list-style-type: none"> Assuming he thinks accountability is fair, likes it and will work to get clarity Will often be accommodating of others behaviours. However, tends to become quiet if others do not fit his style – does not adjust his own style. <p>Reluctant to confront others- very loyal to fellow team members</p>	<ul style="list-style-type: none"> Likes the clarity of accountability and clear standards Quick to recall standards and judge others shortcomings privately, <p>Reluctant to actually remind others since it could lead to confrontation</p>

Five dysfunctions of teams

FOCUSING ON RESULTS

The willingness of the team to establish, announce and track key objective measurements that keep the focus on the right priorities and team member's willingness to consistently show commitment to these results ahead of their own needs and success.

D style	I style	S style	C style
<ul style="list-style-type: none"> ▪ Very bottom line results oriented ▪ Constantly looking for ideas for breakthrough, ▪ Competitiveness and ambition could lead to pursuit of personal and departmental goals 	<ul style="list-style-type: none"> ▪ Will inspire others to achievement towards the big goals ▪ Could lose sight of delivering on their own contributions or side tracked with non-essential activity. ▪ May be lured by the "limelight" of approval of their own success 	<ul style="list-style-type: none"> ▪ Will keep focused on delivering their own promises ▪ Will regularly work at keeping the group on track and will help others. ▪ Can put the good of the whole above themselves, sometimes too much 	<ul style="list-style-type: none"> ▪ Will easily define and track the "scorecard" to keep the group up to date ▪ Will be proud of personal contributions and will work hard to achieve their objectives ▪ Will work hard to succeed if convinced the goal is worthwhile

Frustrating Others

D-STYLE:

What we say to D-styles: Don't pressure us so much!
Their response: We must start right now.

D/I-STYLE:

What we say to D/I-styles: Don't always come up with ideas!
Their response: Ideas keep business moving and secure our future.

I-STYLE:

What we say to I-styles: Stop talking all the time!
Their response: Getting to know people and experiencing positive things are very important to our team.

I/S-STYLE:

What we say to I/S-styles: Don't always worry about everything!
Their response: It is important to remember the needs of others.

S-STYLE:

What we say to S-styles: Don't always resist everything!
Their response: Holding on to basic values will keep our team on the right course.

S/C-STYLE:

What we say to S/C-styles: Stop trying to achieve perfection!
Their response: Exactness and matter-of-fact approach ensure the success of our team.

C-STYLE:

What we say to C-styles: Don't be so theoretical!
Their response: Before we start, we must first understand issues thoroughly.

D/C-STYLE:

What we say to D/C-styles: Don't be so harsh!
Their response: Sometimes you need to shake up things to get moving.

General description

D-STYLE

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

I-STYLE

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-STYLE

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-STYLE

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.

How to Avoid Conflicts

D-STYLE:

Make sure that he/she can take responsibility for his/her work.

D/I-STYLE:

Keep him/her excited and active by encouraging, assuring and taking into consideration.

I-STYLE:

Notice both team and personal success.

I/S-STYLE:

Give possibility to talk freely about feelings without criticism and with attention.

S-STYLE:

Be genuinely interested in him/her as a person.

S/C-STYLE:

Give everyone equal opportunities to influence.

C-STYLE:

Give your undivided attention when you are listening to him/her.

D/C-STYLE:

Give possibility to participate in problem solving and decision making.

How to Identify Customer Styles

D-STYLE:

- Often appears to be in a hurry
- Is direct, says what thinks
- May be blunt
- States own opinions as facts
- Interrupts others
- May talk to many people at the same time
- “What’s the bottom line?”
- Is aggressive
- Is demanding

S-STYLE:

- Appears calm
- Does not get easily excited
- Listens carefully
- Nods and goes along
- Is easy-going
- Asks questions and inquiries about the specifics
- Seems to have strong opinions but does not express them vocally

I-STYLE:

- Is open and friendly
- Talks a lot
- Gets easily excited
- Is animated
- Talks about people he/she knows
- Does not focus much on details
- Does not listen for long

C-STYLE:

- Appears reserved and somewhat timid
- Is quiet
- Focuses on details
- Asks many questions
- Studies specifications and other information carefully
- Proceeds cautiously
- Doesn’t easily express disagreeing views

How to Identify Customer Styles

D-STYLE:

- “How does this benefit ME?”
- Very impatient
- Becomes irritated easily
- Has difficulty understanding others’ viewpoints/feelings
- Focuses on the big picture
- Makes decisions quickly, almost hastily

I-STYLE:

- Does not pay close attention
- May ask same questions several times
- Jumps from subject to subject
- Stays away from hard facts
- May make decisions spontaneously
- Appears unorganised
- May touch you, is comfortable with physical contact

S-STYLE:

- Appears thoughtful
- Completely new ideas/things seem to make him/her uncomfortable
- Ponders alternatives, slow in making decisions
- “Let me think about it.”
- Needs own physical space

C-STYLE:

- May have done homework on the products/services
- May be very critical; criticism based on facts, not opinions
- Makes decision only after studying pertinent facts/issues
- Not comfortable with physical contact

Identifying Customer Styles – Talks about

D-STYLE:

Goals, oneself, hard values, results, change

I-STYLE:

People, team-spirit, good things, future, oneself

S-STYLE:

Agreements, principles, past, proofs, one's team

C-STYLE:

Facts, analyses, details, rules, instructions

How to Identify Others' Styles

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

D-STYLE:

- Often appears to be in a hurry.
- Is direct, says what he/she thinks.
- May be blunt.
- States own opinions as facts.
- Interrupts others.
- May talk to many people at the same time.
- "What's the bottom line?"
- Is aggressive.
- Is demanding.
- "How does this benefit ME?"
- Very impatient.
- Becomes irritated easily.

S-STYLE:

- Appears calm.
- Does not get easily excited.
- Listens carefully.
- Nods and goes along.
- Is easy-going.
- Asks questions and inquiries about the specifics.
- Seems to have strong opinions but does not express them vocally.
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- Does not focus much on details.
- Does not listen for long.
- Does not pay close attention.
- May ask same questions several times.
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- Stays away from hard facts.

C-STYLE:

- Appears reserved and somewhat timid.
- Is quiet.
- Focuses on details.
- Asks many questions.
- Studies specifications and other information carefully.
- Proceeds cautiously.
- Does not easily express disagreeing views.
- May have done homework on the topic.
- May be very critical; criticism based on facts, not opinions.

How to Identify Others' Styles

D-STYLE:

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C-STYLE:

- May have done homework on the products/services
- May be very critical; criticism based on facts, not opinions
- Makes decision only after studying pertinent facts/issues
- Not comfortable with physical contact

How to Sell Different Styles – Don'ts

D-STYLE:

- Go into all the details
- Provide too much information
- Try to control the situation
- Talk too much
- Lose focus
- Slow down
- Take issues personally

S-STYLE:

- Forget your promises
- Make unexpected changes
- Be unreliable
- Forget to provide enough information
- Move too fast
- Be impatient

I-STYLE:

- Talk about too many details
- Fail to socialise
- Bring up negative issues
- Fail to have fun
- Set restrictions
- Be too practical
- Be pessimistic

C-STYLE:

- Move too fast
- Spend too much time with small talk
- Move too close
- Lose patience in providing all the requested information
- Expect decisions right away

How to Sell Different Styles – Do's

D-STYLE:

- Be direct
- Provide alternatives
- Ensure he/she “wins”
- Give immediate feedback
- Concentrate on subject
- Act quickly
- Let him/her speak and listen
- Focus on issues
- Show interest
- Provide direct answers

S-STYLE:

- Proceed in logical order
- Ask specific questions to find out true needs
- Provide support
- Provide precedents to reduce uncertainty
- Remember fairness and justice

I-STYLE:

- Maintain positive atmosphere
- Help to achieve popularity and recognition
- Allow to express him/herself
- Take time to chat and talk
- Be more expressive
- Be more enthusiastic
- Focus on the big picture
- Focus on the people aspects
- Get involved in the process

C-STYLE:

- Listen carefully
- Answer questions calmly and carefully
- Be thorough; remember to include all relevant information
- Slow down your presentation
- Utilise written supporting materials
- Find out what the key issues are and focus on them

Improving your performance

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

D-STYLE:

Slow down, be more patient.
Do not jump to conclusions or snap decisions.
Listen to others more.
Be more aware of how you impact others.
Do not overreact.

I-STYLE:

Talk less, listen more.
Do not react emotionally.
Do not over promise.
Focus more on details.
Follow-up.

S-STYLE:

Be more assertive and aggressive.
Speak out.
Act now, think less.
Keep your emotions under control.
Do not be afraid of change and new things.

C-STYLE:

Talk more.
Decide and take action faster.
Do not be afraid to make mistakes.
Do not lose the big picture.
Accept ambiguity.



Irritated by

D-STYLE:

Inefficiency
Indecisiveness

S-STYLE:

Dishonesty
Impatience

I-STYLE:

Boredom
Routines

C-STYLE:

Surprises
Unpredictable situations

Keywords

D-STYLE:

Goals, Results

S-STYLE:

Own Team, Security

D/I-STYLE:

Influence, Activity

S/C-STYLE:

Routines, Carefulness

I-STYLE:

People, Atmosphere

C-STYLE:

Rules, Exactness

I/S-STYLE:

Helping, Friendliness

D/C-STYLE:

Issues, Logic

Leadership

D-STYLE:

Authority based on Fear, Power and Distance

Comfortable with crisis situations and changes

“Things” leader: looks for results, the big picture, may see people as any other resources

I-STYLE:

Authority based on Charisma, Motivation and Good Atmosphere

Comfortable in creating good atmosphere and with new and evolving organisations

“People” leader: Wants and needs a lot of contacts with people

S-STYLE:

Authority based on Experience, Expertise and Bureaucratic Status

Comfortable in maintaining routines, is stable and service-orientated

“Small teams” leader: Participative approach to leadership

C-STYLE:

Authority based on Rules, Standards, and Distance from People

Emphasises rules and quality focus

“Things” leader: Interested in facts, details and analyses

Learning a new style

TO LEARN TO BE A D

- Learn continuously new and practical ways of doing things. Means you select may be whatever, as long as they are useful and goal-oriented. It doesn't matter if someone gets hurt, if there is risk involved or if you have no idea how you should do it.
- In meetings, focus on agenda and meeting goals. Make yourself a rule that you never leave a meeting room without an action plan for you and the rest of the participants. The plan needs to be concrete and include a schedule.
- Find situations when you can exercise the new ways of doing things - do not just plan - do
- Observe the positive side of D people and repeat what they did
- Ask for feedback from D's

TO LEARN TO BE A DI / ID

- Do something new every week, like run to the office
- Practice (in front of a mirror) having discussions about personal issues
- Do door-to-door selling (go to situations requiring unexpected reactions)
- Divide your day in tasks lasting less than 30 minutes - begging something new, at least, every 30 minutes
- Volunteer to be the chairman of a meeting or to make a presentation
- In every meeting, make sure everyone has noticed you within the first 10 minutes
- Practice thinking aloud and standing

Learning a new style

TO LEARN TO BE AN I

- Do something new at least once a week, like go to totally new social environment, wear something colourful and new
- Regularly change things in your office
- Make an effort to call at least three new people every day
- In large social gatherings, force yourself to start discussions of new topics and try to discuss with every participant
- Make your daily routines include as little routines as possible
- Make sure people, no matter where you are, notice you
- Ask your colleagues to give you topics of which you need to make a 5-minute speech

TO LEARN TO BE AN IS / SI

- Ask every person you meet (once a day) how they feel and pay attention to what they say
- Offer your help to people you know from distance
- Volunteer to projects that aim to support or help others
- Before making any decision, make sure it has no negative impact on any individual
- Learn not to rush away from meetings



Learning a new style

TO LEARN TO BE A S

- Keep a diary and make notes at the end of each day of what happened during the day
- After each meeting, review all the material and topics covered
- Spend long periods in meetings without participating, just listening
- Try to learn at least two possible risk factors in every new idea
- Try not to show excitement when you get excited about something
- Always come up with at least one optional plan
- Make an effort to do things as others ask you to do them

TO LEARN TO BE A SC / CS

- Sit back in meetings and observe other people.
- Find at least one question you would ask each participant, but do not ask it
- After each decision, find one reason why it could fail
- Spend long periods of time by yourself collecting information and making charts
- Draw a logical flow chart of each project/task you participate
- Always design your next three steps before you take the next one

Learning a new style

TO LEARN TO BE A C

- Read philosophy, history and other books explaining logical processes
- Collect all possible data relating to every task you do and every decision you need to make
- When ready to make a decision, delay making it till tomorrow
- Always try to find what is wrong in what people say
- Go back in time, and analyse why things happened

TO LEARN TO BE A CD / DC

- Read something complicated and thought provoking at least 30 minutes every day
- Try to find the weaknesses in other peoples' arguments, and win them
- Always listen to differing arguments and try to understand why they are what they are
- Make rules for others
- Analyse other people's performance and show how they can be more effective
- Ask difficult and challenging questions
- Be never satisfied

Listening

D-STYLE:

- Impatient listener
- May interrupt frequently
- Focuses on the big picture
- How does this affect/benefit me?
- May not pay attention at all if not interested in the topic
- “So what’s the bottom line?”
- May assume control and starts to talk

S-STYLE:

- Patient listener
- Pays attention
- Focuses on the message
- May nod even when disagrees, does not offer a lot of feedback
- May interrupt and resist if the message creates change
- May focus on the negative and subdue excitement

I-STYLE:

- Enjoys the interaction
- Focuses on the feelings/emotions
- Does not pay attention to details
- Provides a lot of feedback
- Gets enthusiastically involved
- May talk too much
- May not assess what is said
- May lose concentration and get sidetracked

C-STYLE:

- Attentive listener if interested in the topic
- Looks for logic in presentation
- Does not provide much feedback
- Can be critical and/or look for mistakes, errors, etc.
- May get hung up in details
- Asks a lot of questions if interested

Listening

D-STYLE:

Listens only to short explanations
Thinks how this can benefit me
Not thorough
Impatient; tends to show own feelings

S-STYLE:

Good listener
Can see things from many viewpoints
Can therefore help people
Nods while might disagree

I-STYLE:

Listens to others
Likes discussion and socialising
Participates
Doesn't listen very long

C-STYLE:

Has difficulty listening if not presented logically
Critical, even looks for errors
If interested, very eager to learn

Paperwork

D-STYLE:

- Forgets the details
- May want detailed info from others to assist in decision making
- Needs an assistant who provides info
- May forget reporting, while requesting reports from others

I-STYLE:

- Not interested in administrative routines
- Not good in organising the paperwork
- Needs an assistant to organise paperwork
- May forget the reports or does at last minute

S-STYLE:

- Bureaucrat; builds info collection systems
- Gets lost/forgets himself/herself in own office
- Often regards paperwork more important than other tasks
- Reliable and careful

C-STYLE:

- Effective in checking and finding mistakes
- Precise, meticulous
- Has difficulty in increasing work pace
- Good at generating reports

Pleasant Tasks

D-STYLE:

- Challenging
- Independent
- Comprehensive
- Risky
- Multi-dimensional
- Clear, quantifiable goals
- Free from routines, and helping and listening to others

I-STYLE:

- Working with people
- Positive
- Communicative
- Multi-dimensional
- Inclusive of different types of people
- Free from hard facts, unpleasant decisions, conflict situations

S-STYLE:

- Clearly defined
- Mostly predictable
- Allow own work pace
- Relating to own expertise
- Being in the background
- Free from sudden risk situations, “useless fuss”, overlapping rush projects

C-STYLE:

- Developing own skill level and professionalism
- Clearly defined
- Completed independently
- Logical
- Free from fast decision making, aggressiveness, and abstractness



Popular Career Choices

D-STYLE:

- Entrepreneurs
- Sales – full commission
- Sales Management
- Legal / litigation
- Operations management

S-STYLE:

- Teaching / education
- Finance / economics
- Human Resources
- Administration / support services
- Retail – Customer service
- Manufacturing

I-STYLE:

- Advertising / marketing
- Public Relations
- Training
- Sales
- Hospitality / tourism
- Retail – Sales

C-STYLE:

- Accounting / auditing
- Engineering
- Research and Development
- Quality assurance / safety
- Architecture
- Computer programming

Preferred Job Environments

D-STYLE:

- Challenging
- Independent
- Comprehensive
- Risky
- Multi-dimensional
- Clear, quantifiable goals
- Free from routines, and helping and listening to others

I-STYLE:

- Working with people
- Positive atmosphere
- Lot of communication
- Multi-dimensional
- Inclusive of different types of people
- Free from hard facts, unpleasant decisions, conflict situations

S-STYLE:

- Clearly defined
- Mostly predictable
- Allow own work pace
- Relating to own expertise
- Being in the background
- Free from sudden risk situations, “useless fuss”, overlapping rush projects

C-STYLE:

- Developing own skill level and professionalism
- Clearly defined
- Completed independently
- Logical
- Free from fast decision making, aggressiveness, and abstractness



Problems

D-STYLE:

Wants new challenges; gets bored
Does not stay within area of responsibility
Own businesses
People relations
Team work

S-STYLE:

Resists change and new procedures
Very opinionated
Protects own team emotionally
Doesn't initiate

I-STYLE:

Forgets the roles
Makes small mistakes
Forgets the goals
Creates own informal network
Is not persistent

C-STYLE:

Gets bogged down in details
Resists responsibility
Overly cautious

Relationship to supervisor

D-STYLE:

Either respects (when no overlapping responsibilities)
or no respect at all (competitive situation)

I-STYLE:

Doesn't oppose
Protests by neglecting responsibilities (late, errors, etc.)

S-STYLE:

Trustworthy – “right arm”
Needs clear instructions

C-STYLE:

Same as to other employees
Seeks safety from conflicts and new situations

Remember when Communicating with

D-STYLE:

- Be direct
- Provide alternatives
- Ensure he/she wins
- Disagree only on facts
- Enjoy the battle
- Do not be emotional
- Do not dominate
- Act quickly, he/she decides fast
- Do not “walk over” him/her

S-STYLE:

- Slow down your presentation
- Build trust
- Focus on people
- Provide the information he/she needs
- Present issues logically
- Secure commitment piece by piece
- Be sincere, do not dominate

I-STYLE:

- Be a friend, do not ignore
- Schedule time for chatting
- Have fun and act silly
- Let him/her speak
- Give recognition
- Speak about people and feelings
- Remember to follow up
- Move closer

C-STYLE:

- Provide facts
- Do not touch
- Be patient, slow down
- Give plenty of detailed information
- Control your own activity
- Do not talk about personal issues
- Do not pressure
- Focus on issues

Role in a Team

D-STYLE:

The leader if finds the team's work to be important
An outsider if finds it to be uninteresting
Disturbs, interrupts, takes responsibility, initiates

I-STYLE:

Maintains a pleasant atmosphere
Wants to find compromises and positive sides of issues
Gets sidetracked, supports, initiates

S-STYLE:

Relatively quiet
Answers when is asked
Finds negative sides of issues
Subdues excitement, defends fairness

C-STYLE:

Controller, remembers the decisions of the previous meetings, takes notes
Interested only when team focuses on issues
Prevents superficial handling of issues

Safety Issues – Areas of Improvement

D-STYLE:

- Remember the human aspects
- Keep in mind your tendency to take risks
- Take more time to discuss safety issues with employees
- Listen to employee's viewpoints and ideas
- Remember the importance of details and documentation
- Don't over-delegate safety issues

I-STYLE:

- Remember the importance of details, facts and figures
- Be realistic in assessing situations and people
- Be more critical when situation and/or behaviour calls for it
- Do not procrastinate in talking about the negative issues
- Remember the importance of details and documentation

S-STYLE:

- Keep in mind your tendency to be risk averse
- Keep the big picture in mind
- Be more critical when situation and/or behaviour calls for it
- Do not get lost in the details
- Plan for the unexpected
- Be realistic in assessing your own team
- Accept change

C-STYLE:

- Remember the human aspects
- Keep in mind your tendency to be overcautious
- Take more time to discuss safety issues with employees
- Keep the big picture in mind
- Take a more active role with employees, be less critical
- Share information with others
- Look for new, better ways



Safety Issues – Overview

D-STYLE:

- Keeps the “big picture” in mind
- Ties safety issues into the main objectives/goals
- Good in crisis situations
- May ignore the necessary details
- May view safety concerns as distracting and even unnecessary
- May forget safety reporting
- May not pay enough attention to the human issues

I-STYLE:

- Gets others enthusiastically involved
- Keeps the human issues of safety in focus
- May forget the details
- May be unrealistic in assessing risks
- May get bored with “restrictive” procedures and policies
- May forget reporting

S-STYLE:

- Systematic and conventional approach to risk issues
- Proceeds carefully, risk averse
- Shows concern for employees
- May become overly focused on the safety issues, forgets the other objectives/goals
- May resist new safety procedures
- May become emotional about his/her own team's safety

C-STYLE:

- Avoids risks
- Very conscientious approach
- Thorough analysis of all related risk factors, even over-analysis
- Looks into the past for guidance
- May forget to promote and sell the importance of safety issues to employees
- May requires instructions and support from others

Safety Issues – Planning

D-STYLE:

- Tends to take an aggressive approach, is a risk taker
- Keeps the main objectives in mind; “how does this fit into the big picture?”
- May forget the impact on the employees, forgets people issues
- Is comfortable making “difficult and cold decisions”
- May not be thorough enough

I-STYLE:

- Focuses on the people aspects
- May procrastinate or get sidetracked in planning
- May forget the details
- May be overly optimistic
- Has difficulty making “tough” decisions
- May let emotions direct the planning process

S-STYLE:

- Conventional and systematic planner
- Plans to avoid risks and remove threats
- Remembers the human aspects
- May look for support and help
- May have difficulty in finding new solutions and alternatives
- May get stuck in the details

C-STYLE:

- Very precise and meticulous planner; strives for perfection
- May get stuck into details and loses the “big picture”
- Follows the established rules in safety planning
- Documents thoroughly
- May be overcautious
- May overlook the impact on the employees



Safety Issues – Risk Analysis

D-STYLE:

Calculated approach, is a risk taker
“What is the associated impact on productivity?”
Comprehensive, big picture analysis
Wants to make the final decision
Keeps the “unknowns” and unexpected in mind
Focus on results and goals

I-STYLE:

Intuitive in risk analysis
Engages in discussions with others, seeks input
Optimistic attitude
Avoids the details, figures, facts
May be careless and make small mistakes
May forget to follow up
May let emotions direct self

S-STYLE:

Analytical and conventional approach, focused on details
Evaluates alternatives carefully
Is slow to make decisions
Unexpected developments cause resistance to move forward
Is realistic, even pessimistic in assessing risk factors
May overestimate own team’s abilities

C-STYLE:

Methodical analysis of all issues and details
Based on facts and figures
Effective in analysing a lot of detailed information
Makes decisions/conclusions only after a careful analysis, may be too slow
Based on “right-wrong”-way
May be overly critical of others

Signs of Stress D Style

Becomes aggressive and pressuring with short-term goals. Is impatient and does things even if they are wrong. Becomes irritating, blunt and demanding

Stress sources

- Inability to achieve goals
- Losing of position
- Losing the decision making power
- Losing power of authority
- Not being able to influence what happens
- Losing position
- Inability to make independent decisions

Signs of stress

- Becomes aggressive and pressuring with short-term goals
- Pressures people
- Focuses on immediate results and action
- Becomes impatient
- Changes things hastily
- Becomes irritating, blunt, stubborn, inflexible and demanding

Relieving the stress

- Give an opportunity to manage a project
- Let function independently
- Let contribute
- Give responsibility

Signs of Stress I Style

Becomes over-caring of human relationships, seeks attention from everywhere. Is too interested in others' opinions. Has strong, emotional opinions that he/she defends critically and even rebelliously

Stress sources

- Losing of influence
- Losing peoples' attention
- Becoming non-interesting
- Being sidelined not involved
- Strict rules, restrictions, inflexibility
- Silence

Signs of stress

- Becomes overly concerned over relationships
- Seeks attention from everywhere
- Is too interested in other peoples' attention
- Has strong opinionated opinion that defends emotionally
- Talks a lot

Relieving the stress

- Give possibility to move, travel, meet people and retreat
- Do not force him to lose face
- Get closer to them
- Praise

Signs of Stress S Style

Becomes overcautious. Wants to maintain the present ways of doing things and state of being. Becomes withdrawn and resists everything. Becomes difficult to approach and stubborn

Stress sources

- Unstructured situations
- Sudden changes
- Feeling insecure
- Unstable environment
- Possible future problems
- Injustice

Signs of stress

- Becomes overly cautious
- Wants to retain current situation
- Attacks aggressively to any attempt to change things
- Bases everything on justice and avoiding risks
- Takes distance and opposes everything
- Becomes difficult to approach and stubborn

Relieving the stress

- Create a predictable environment
- Involve in planning new things
- Create a familiar and safe (c0zy) environment
- Talk and explain a lot
- Show that you care

Signs of Stress C Style

Questions everything, over-prudent, and over-interested in the causes and consequences of issues. Trusts only in logic and even doubts that. Fears the worst

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Stress sources

- Lack of information
- Unclear about own role and position
- Conflict
- Chaos
- Not being able to control what one is supposed to control
- Having to show weakness in emotions

Signs of stress

- Questions everything
- Becomes overly considerate and interested in cause-effect relationships
- Trusts only facts, and doubts even them
- Is afraid of the worst
- Withdraws oneself, becomes distant or aloof

Relieving the stress

- Give information
- Avoid public loss of face
- Make the instructions and rules as clear as possible
- Don't push to decisions

Situational Management

D-STYLE:

Crisis, Changes
New organisations

S-STYLE:

Maintains routines
Stable environment

I-STYLE:

Creating good atmosphere
Service orientation

C-STYLE:

Emphasis on rules
Emphasis on quality

Change

D-STYLE:

- Likes change, sometimes for the sake of change alone
- “Change is good and necessary.”
- “Things don’t progress without change.”
- As a “pioneer” seeks new ways of doing things
- Is competitive; therefore, wants to be the first

I-STYLE:

- Often finds change exciting
- “This is going to be fun!”
- Considers how others are affected by the change only to find reason for motivating them behind the change
- Wants to remain popular and therefore looks for new ways of making oneself interesting in the eyes of others

S-STYLE:

- Does not want to make big changes, unless is in chaos now
- “It is working fine now, why change?”
- “How are we going to do this?”
- Looks into the past and known to help with the change
- May resist the change
- Doesn’t want to lead the change alone

C-STYLE:

- Looks for facts and information to help with the change
- “Why do we need to change?”
- May be slow to change
- Logical and systematic approach
- Wants to test the effects of the change first

Risk Taking

D-STYLE:

Risk taker; likes the challenge and excitement of risk
As a result, can be a risk because may exceed level of authority
Risk taking motivated by the achievement of results
Moves quickly and often has “one-thing-in-mind”
“If it does not work out, we’ll try something else.”

I-STYLE:

Intuitive in risk taking, doesn’t always see the risk
Engages in discussions with others trying to persuade them to come along
Optimistic attitude: “It will turn out OK.”
Avoids the details, figures, facts
May let emotions direct actions

S-STYLE:

Deliberate and conventional approach to risk taking
Evaluates alternatives carefully
Is slow to make decisions
Unexpected developments cause resistance to move forward
Is realistic, even pessimistic in assessing risk factors
Risk minimiser

C-STYLE:

Calculated risk taking
Risk = more than one known outcome
No unknown outcomes accepted
Tries to avoid or mitigate risk with information and facts
Logical and systematic



Styles Overused

D-STYLE:

- Short fuse, irritated easily.
- “Black or white/Right or Wrong” steamroller.
- Exceeds authority.
- “Motivates” with fear.
- Poor listener.
- Impatient in delegating.
- Over-delegates and over-directs.
- Insensitive and undiplomatic.
- Self-centered.

S-STYLE:

- Worships status quo.
- Resists changes - is afraid and hesitates in changing environment.
- Slow to move without directions.
- Instead of delegating, completes the task.
- Bears a grudge, envious.
- Leans on others.
- Inexpressive - nods even when disagrees.

I-STYLE:

- Impulsive.
- Unrealistic in assessing people.
- Not interested in details.
- Unorganised.
- Listening skills depend on the situation.
- Overly optimistic.
- Overly trusting.
- Protests.

C-STYLE:

- Leans on the management.
- Hesitates to act w/out precedent.
- Gets stuck in ways of doing things and systems.
- Does not take risks in new things.
- Does not express feelings.
- Likes to work alone.
- Gives in when in conflicts.
- Overly critical.
- Fears mistakes and embarrassment.

Above/Below the Surface

D-STYLE I-STYLE S-STYLE C-STYLE

Above the Surface

energetic	charismatic	reliable	strict
competitive	optimistic	restrained	compliant
willing to advance	seeks enjoyment	pleasant	timid
self-centered	pleasant	calm	withdrawn
daring	social	relaxed	evasive
efficient	nice	consistent	dependent
aggressive	laissez-faire	predictable	worrier
brave	influential	patient	thorough
decisive	persuasive	pondering	systematic
goal-oriented	polite	friendly	exact
dominating	friendly	even	diplomatic
direct	confident	gentle	accurate
demanding	trusting	persistent	conventional
takes initiative	smooth	passive	eager for information
blunt	charming	good listener	careful
bossy	expressive	kind	conservative
self-assured	promoter	mild	perfectionist
confident	participating	stable	logical

Below the Surface

conservative	shy	critical	firm
reasonable	fact-oriented	fretful	stubborn
calm	consistent	hot-tempered	inflexible
hesitant	reserved	unstable	tough
insecure	contemplative	alert	stubborn
kind	suspicious	active	tactless
sensitive	withdrawn	eager	prejudiced
tactful	pessimistic	anxious	defiant
humble	irritable	impulsive	ironic
indecisive	reflective	jumpy	self-righteous
sincere	skeptical	discontented	rebellious
modest	distant	self-critical	unconventional
mild	analytical	verbal	daring
cautious	logical	energetic	uncompromising
frightened	silent	impatient	strong-willed
timid	serious	tense	careless
peaceful	good listener	restless	independent

Things/People manager

D-STYLE:

Things - sees results people a resource big units

S-STYLE:

Small groups- participating manager

I-STYLE:

People - needs a lot of people contacts

C-STYLE:

Things - interested in facts

Will

Will = The kind of control which allows one to determine one's own actions according to one's wishes, one's own judgment, perspective, cognitive aims, emotional desires, and other mental inclinations.

D-STYLE

D Style is often described to be more strong-willed than other types. That he is not, but his will is more extravert, change seeking, stepping on other's toes and risk including. As he uses other people and influences other people with his will, he is often considered more strong-willed than others.

I-STYLE

Also I Style has as strong emotions of will as others. These emotions relate often to atmosphere, people, popularity, togetherness and other positive and social issues. Because of that, they are not that often considered as strong and visible as D's wills.

S-STYLE

The will of S Style is based on his basic needs; justice, security and continuity. They are preserving and steady by nature. He, for example, often wants more time to consider things. S Style is not considered as strong-willed in a stable and just environment, as his basic wills are achieved. When in insecure and changing environment, his will becomes more visible in the form of change-opposing, stubborn, persistent and even aggressive behaviour.

C-STYLE

For C Style, it is very important to know that he is walking on the right paths. For this reason, his wills relate to the importance of following the rules, agreements and standards. The will of C is often also connected to himself, for which reason other people cannot see them that clearly. As a matter of fact, lack of "external will" gives often the impression that he has no will at all. He requires a lot from himself, and doesn't allow himself to lose face by saying anything he is not 100% sure of.

Overview

D-STYLE:

Approach to life:	Inner certainty and focus on action
Goals:	Meeting challenges
Seen by others as:	Impatient

I-STYLE:

Approach to life:	Fun and interaction
Goals:	Recognition
Seen by others as:	Disorganised

S-STYLE:

Approach to life:	Focus on stability, values & helping others
Goals:	Harmony
Seen by others as:	Mild and docile

C-STYLE:

Approach to life:	High standards and correctness
Goals:	To understand
Seen by others as:	Analytical and distant

Assets and Liabilities

D-STYLE:

Assets

- Confident
- Decisive
- Determined
- Loves challenges
- Focused influencing of others

Liabilities

- Poor listener
- Can be seen as arrogant
- May push too hard
- Does not wait for feedback
- Impatient

I-STYLE:

Assets

- Builds relationships quickly
- Sociable and friendly
- Enthusiastic
- Can persuade others
- Comfortable presenter

Liabilities

- Liabilities:
- May lack focus
- Too casual to some
- Inconsistent planning and follow-up
- May lose interest too soon
- May talk too much

S-STYLE:

Assets

- Builds deep and lasting relationships
- Natural listener
- Warm and sincere
- Persistent
- Stable

Liabilities

- Liabilities:
- Slow to change and adapt
- May lack or does not express enthusiasm
- Takes difficulties personally
- Gives in too easily

C-STYLE:

Assets

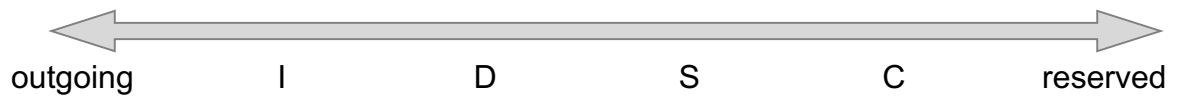
- Detailed and knowledgeable
- Air of competence
- Asks probing questions
- Logical
- Systematic

Liabilities

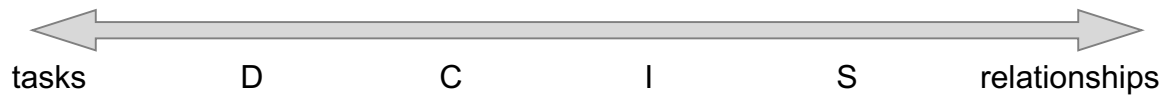
- Questions may be seen as too critical or insensitive
- Overlooks others' feelings
- Focus on unimportant details

Different Styles and Approaches

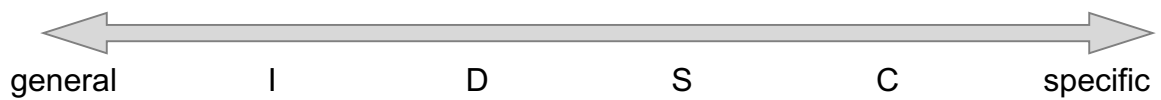
SOCIAL INTERACTION



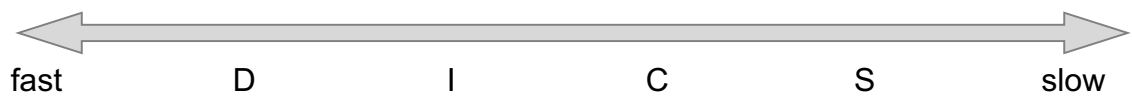
TYPE OF FOCUS



NEED FOR INFORMATION

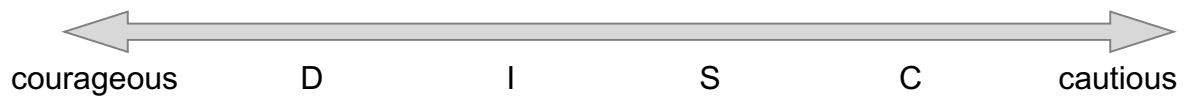


PACE

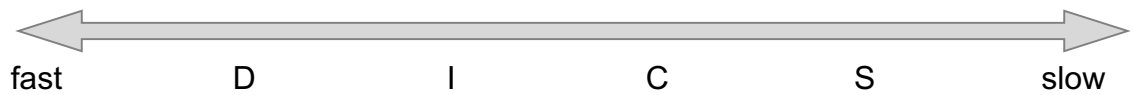


Different Styles and Approaches

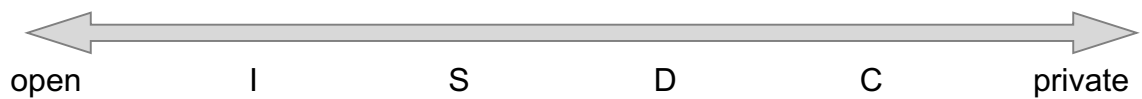
RISK TAKING



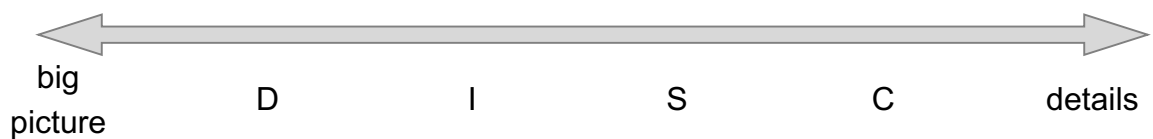
APPROACH TO CHANGE



SHARING OF EMOTIONS



VIEW



Overextension

D-STYLE

Strength: Decisive
Weakness: Impatient

S-STYLE:

Strength: Stable
Weakness: Slow to change

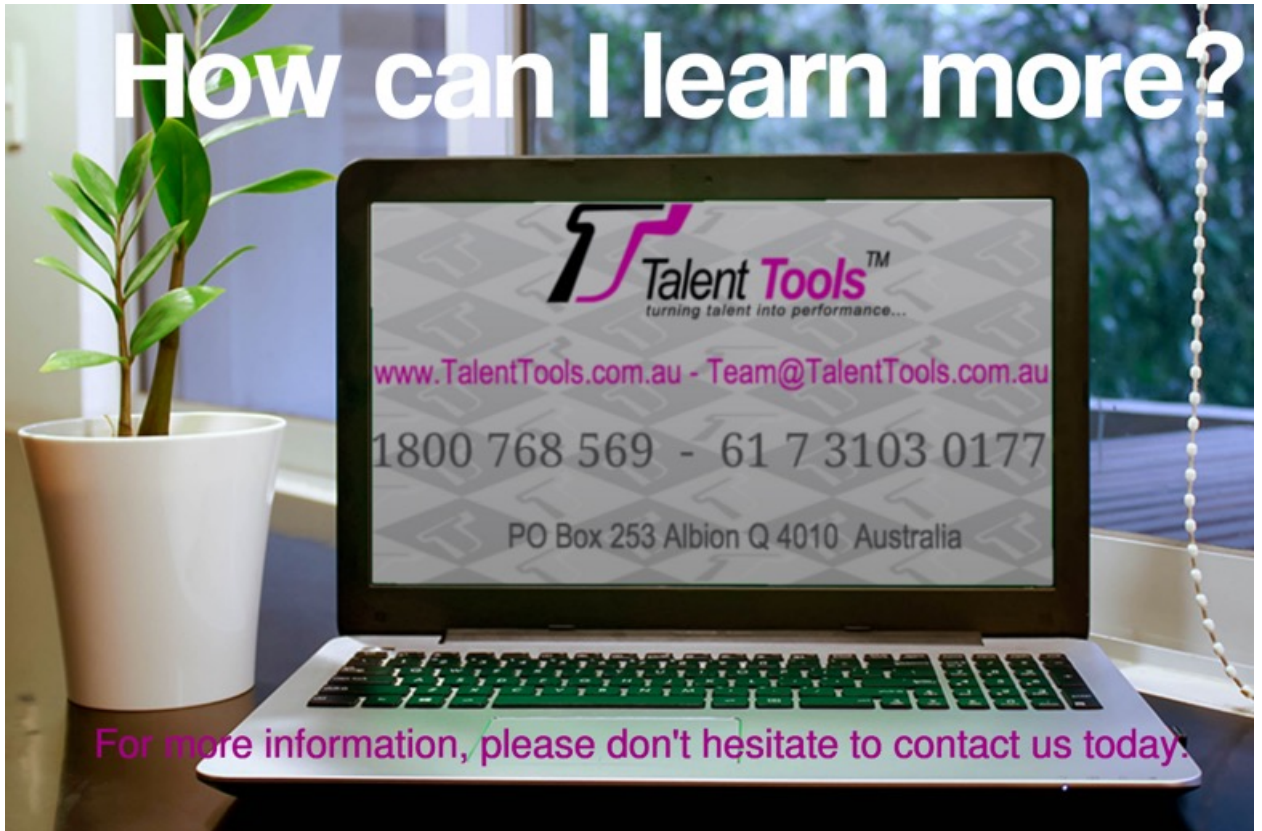
I-STYLE:

Strength: Outgoing
Weakness: Talks too much

C-STYLE:

Strength: Quality Driven
Weakness: Nit Picky

How can I learn more?



For more information, please don't hesitate to contact us today!