



Communication Styles

A 360° Platinum Rule® Profile*

Personalized report for: Sample Report

*"The style model referred to herein is the author's adaptation of original research and data compiled since 1964 by David W. Merrill, Ph.D.; used with the permission of The Tracom Group, Centennial, Colorado. For a comprehensive understanding of Dr. Merrill's work, see: PERSONAL STYLES AND EFFECTIVE PERFORMANCE, Merrill and Reid, Chilton 1981"

Table of Contents

Introduction to the Social Styles Assessment	3
PART I – UNDERSTANDING YOUR PERSONAL eGRAPH RESULTS	
- Your eGraph Results	5
- Interpreting Your Observer Responses	6
PART II – UNDERSTANDING YOUR STYLE AND INCREASING YOUR EFFECTIVENESS	
- An Overview of Your Primary Social Style	7
- A Summary of Your Typical Behaviors, Motivators and Growth Opportunities	8
- Your Style on the Job	9
- Your Style in the Social Scene	10
- Your Style's Behavior and Needs Under Stress	11
PART III – APPLICATION OF STYLES	
- Application of Social Styles with Others	12
- How to Identify another Person's Style	13
- The Four Basic Styles Overview Chart	16
- What is Behavioral Adaptability	17
- How to Modify Your Responsiveness and Assertiveness	18
- Tension among the Styles	19
- Action Plans for Others	20
- How to Adapt to the Different Social Styles	22
Additional SocialStyles360 Resources	26
Disclaimer	27

Introduction To Communication Styles

"Do Unto Others As THEY Would Have You Do Unto Them"

Dear Sample,

Congratulations on completing your **Communication Styles 360° Plus Assessment**. Use this report to develop more of your natural strengths, while recognizing and improving your limitations. You can then focus more on your goals instead of your fears. It teaches you how to show more empathy with others, a valuable skill in today's 'Digital Age.' This report does not deal with values or judgments. It concentrates on natural tendencies that influence your behavior. Using your personalized assessment report will help you become a more productive and successful YOU.

HOW TO USE THIS REPORT - This report has three parts:

The **first part** presents your eGraph results. As you invite others to complete the observer assessment as they see your behaviors, more observer plot points will appear on your eGraph. The **second part** focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. All the behavioral descriptions are specifically from your self-perception of your style. The **third part** of this report focuses on how to use the **Communication Styles** concept with any of the four styles. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

HISTORY OF THE FOUR COMMUNICATION STYLES

People have been fascinated with studying behavioral styles for thousands of years. Starting with the early astrologers, theorists have sought to identify these behavioral styles. In ancient Greece in 400 BC, for example, the physician Hippocrates outlined four temperaments: Sanguine, Phlegmatic, Melancholic, and Choleric. In 1921, famed psychologist Carl Jung (the first to study personal styles scientifically) labeled people as Intuitors, Thinkers, Feelers, and Sensors. Since then, psychologists have produced dozens of models of behavioral differences, some with sixteen or more possible behavioral blends. Some teachers have drawn metaphors (as teaching aids) to birds, animals, or even colors. This four-style model has enabled superbly skilled communicators to respect the dignity of others and adapt successfully to them and their needs for win-win outcomes for centuries.

I was first introduced to behavioral styles from the pioneering work of Dr. David Merrill and Roger Reid in their book, **Personal Styles and Effective Performance**, in 1974 during my PhD dissertation. I decided to attend one of their workshops and was hooked on the concept. After earning my doctorate, I decided to further dig into the concept by doing research and writing and speaking on the subject. Through the years, I merged the DISC concept into my four-style model through my books, **People Smart** and **The Platinum Rule®**, co-authored in the 1980's and 1990's with Dr. Michael O'Connor, the then VP of R & D with Performax. Through the years, we have partnered with other four-style concepts such as Take Flight Learning and their Birds model, the Referral Network and their four-style Gems model, Integrity Solutions and their four-style model, etc. See the historical bibliography on page 34.

PERCEPTIONS... WHAT DO THEY MEAN?

During your observer period, your observer assessment results are compiled. You can see the results plotted on your customized eGraph. How did your self-perception compare to your observers' perceptions? The perceptions of others may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you now have choices to modify your behaviors if and when needed. The most effective people know themselves, know the needs of the situation or relationship, and adapt their behaviors accordingly. The goal of this assessment is to help you become aware of the impact your behaviors have on others. Then, by practicing adaptability, you can enhance those relationships that otherwise have been strained.

Introduction To Communication Styles

"Do Unto Others As THEY Would Have You Do Unto Them"

COMMUNICATION STYLES

Your behavioral style focuses on patterns of external, observable behaviors using the scales of responsiveness/openness and assertiveness/directness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to 'read' people. This model is simple, practical, and easy to remember and use with others. As you read the descriptions of each style in Part III of your report, think about your new insights. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like telling people what you think or feel rather than keeping it to yourself. Then think about the people around you... what style do their behavioral tendencies reflect? The descriptions and adaptability guidelines in Part III will help you get on the same wavelength with each of the four behavioral styles. Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses.

ADAPTABILITY

This report identifies ways you can apply your style strengths or modify your style weaknesses in order to meet the needs of any situation or relationship. This is called adaptability. Social scientists call it 'emotional intelligence.' In some cases, emotional intelligence can be even more important than IQ. No matter what you do -- doctor, lawyer, business professional, or in sales, service, high tech or blue collar -- your aptitude for relating to and connecting with others will take on more and more importance as a key to success today and in the future. The ultimate goal of this assessment is to enhance interpersonal chemistry and productive relationships. You do not have to change your personality, ideas, beliefs or values. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for effectively dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way they want to be treated.

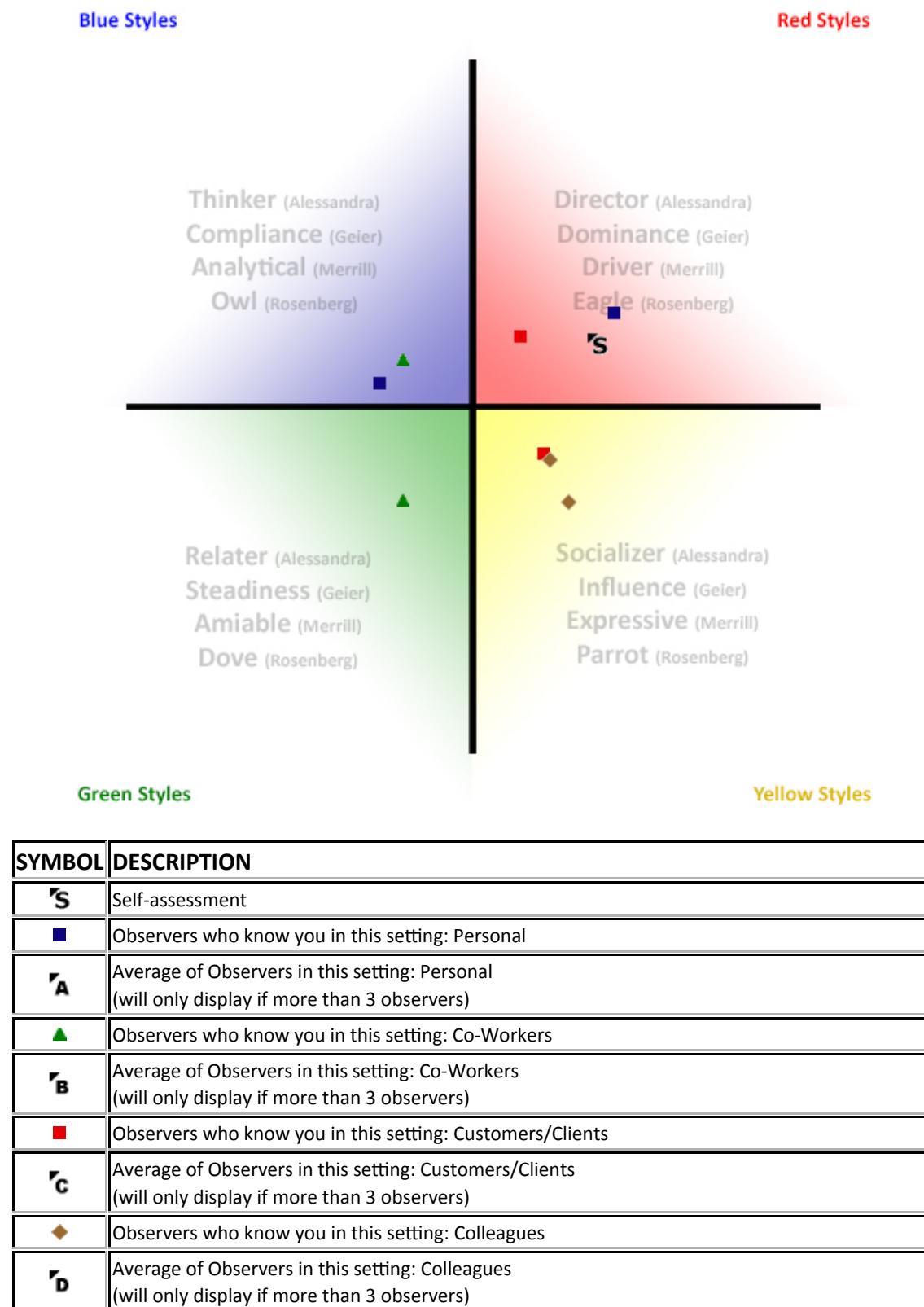
HOW TO READ AND INTERPRET YOUR eGRAPH

When reviewing your personalized eGraph results, chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, your behaviors measured by this assessment are more easily observed by others than by you. Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on.

If there is a large discrepancy between your self-perception and your observer perceptions, resist the temptation to dismiss their assessment of your behaviors. Instead, ask yourself about the implications of these differences. At the very least, the differences may provide you with some valuable insights. It is not uncommon for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

Since your eGraph may be updated throughout the observer assessment period, it may change from time to time. At the end of your Observer period, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report - and then continue with the interpretation of your eGraph.

eGraph Results for Sample Report



Interpreting Your Observer Responses

Refer to a copy of your eGraph.

1. Take a look at the responses from your various observers. Are the plot points scattered or clustered?

2. What does this tell you?

3. If they are scattered, how do you explain these differences?

4. Are the various observer responses similar or different? What does this tell you?

5. Were your observer responses similar or different from your response? What does this mean to you?

6. Do most plots fall above or below the center horizontal line indicating that you use more responsive/open behaviors (Below: **Yellow** and **Green**) or less responsive/guarded behaviors (Above: **Red** and **Blue**)?

7. Do most of your plots fall to the right or left of the center vertical line indicating that you use more assertive/direct behaviors (Right: **Red** and **Yellow**) or less assertive/indirect behaviors (Left: **Green** and **Blue**)?

8. Choose one relationship you would like to improve. Determine the other person's style (See Part III of this report). Choose 2-3 simple behaviors from Part III that you can modify in your behavior to elicit a different, more positive response. Repeat this exercise, as needed, for other important people in your life.

Part II

BASED ON YOUR eGRAPH RESULTS...

The primary goal that motivates you is accomplishing bigger and better goals according to an internal timetable. You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.

COMPARED TO OTHER SIMILAR STYLES, YOU ARE MORE LIKELY TO:

- Dislike being told what to do, or when or how to do something
- Be reluctant to change what you think or how you feel
- Delegate tasks only if absolutely necessary
- Act competitively, especially when pushing yourself to new levels or in new directions
- Make sure that production is completed on schedule
- Depend on plans for action and follow-up routines
- Become tenacious and focused when under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You're so highly focused that you can benefit by broadening your perspective. Learn to be effective outside your comfort zone by considering different points of view and other ways to achieve goals. Because you're often too "either-or" in your decision-making, practicing flexibility would help you solve problems more creatively.

With People:

Show confidence in others by delegating and giving people tasks that will be fulfilling for them. You also can benefit by creating more free time and space in your life as well as generally appreciating and tolerating differences among people.

PERSONAL EMPOWERMENT POINTERS

- Ask others to share their ideas on how to accomplish tasks and on how to satisfy their expectations and yours.
- When making or implementing decisions, check with at least three to five other knowledgeable people to see if there's a consensus. If you don't find a pattern, widen the search.
- Be more genuinely open with others by revealing your real feelings and addressing theirs.



Your Typical Behaviors

Your Behaviors

- You are persistent, strong-willed individuals who may become even more tenacious and over-powering when faced with obstacles that block your way
- You project an air of confidence that may provide people with encouragement and faith
- You accept challenges, take authority, and go head first into solving problems
- You are concerned with bottom line results, productivity and goals
- In a business environment, you like others to be decisive, efficient, receptive and intelligent
- You exhibit great administrative and operational skills
- You tend to appear cool, independent and competitive with others
- You work quickly and impressively by yourself
- You tend to be an excellent delegator
- You project a tough, thick-skinned image

Your Motivators

- You prefer dealing with concrete situations or data that already exist rather than theories, trends, or conjecture
- You prefer situations in which you can flex your personal power to energize you
- You prefer maximum freedom to manage yourself and others, especially in a business environment
- You measure your sense of personal worth by the magnitude of your accomplishments
- You are driven to be the "top-dog"
- You prefer situations in which you can act independently
- You view life as a battlefield in which the "survival of the fittest" rules

Your Growth Opportunities

- You tend to be more formal and keep your distance physically and psychologically
- Your tendency to talk tough and be very direct can intimidate people and shut down communications and cooperation
- When you become distressed, you may stop listening and become dictatorial. This over-reaction reveals your tendency to take control by forcing action
- You need to participate more as a team player
- When pushed, you may react aggressively
- Your lack of tolerance for inefficiency and low performance can be counter-productive. You need to realize that performance is improved by providing positive redirection and support for everyone's efforts and improvements
- You need to develop patience, humility and sensitivity
- You can increase your effectiveness with people by reigning in your need to control
- Try not to over-delegate to people which can lead to performance issues
- You do not like routines and generally resent being bogged down by details



Your Behaviors on the Job

Your Business Behaviors

- You prefer time frames
- You implement changes in the workplace
- You like to say what is on your mind without being concerned about hurting anybody's feelings
- You enjoy taking risks and being involved in changes
- You like challenging workloads which fuel your energy levels
- You freely delegate duties, enabling them to take on more projects

Suggestions to be More Effective at Work

- Praise people for jobs well done
- Give some authority along with the responsibility when delegating
- Participate in the group without expecting always to be in command
- You "think" compliments; now verbalize them
- Acknowledge that your success is often dependent upon the work of others; be sure to acknowledge their contributions and thank them frequently

Suggestions For Others Working With You

- Support their goals and objectives, when possible
- Stress competitive results and growth opportunities
- Get to the point quickly
- Provide alternative actions with brief supporting analysis
- Be precise, thorough and well organized



Your Typical Social Behaviors

Your Social Behaviors

- You like electronic toys and time-savers
- You prefer to be the leader in social activities, such as keeping score, being the judge, making the rules, cooking, chairing a fund-raiser, etc.
- You play parallel to, but not necessarily with, others
- You prefer groups subject to your control
- You are prone to talk shop at social gatherings
- You choose friends by experimentation

Suggestions to be More Effective Socially

- Give sincere compliments and affirmations more often
- Admit, and then laugh at, personal limitations
- Cultivate tact and diplomacy
- Show others, through your verbal, vocal and visual communications, that you are actually having fun in the social activities you are engaged in with them
- View a game as a game and not a life or death "must win" event
- Give sincere compliments
- Develop more tact and diplomacy
- View a game as a game and not life or death!

Suggestions For Your Friends

- Appreciate and acknowledge them, when possible
- Summarize their achievements and accomplishments
- Thank them for their contribution
- Convey openness and acceptance of them
- Focus on how pleased you are with their results



Typical Behaviors and Needs Under Stress

Under Stress You May Appear

- Critical
- Restless
- Irritable
- Uncooperative
- Intrusive

Under Stress You Need

- Accomplishments
- A fast pace for moving toward goals and resolution
- Tangible evidence of progress

Strategies to Reduce Conflict and Increase Harmony With Others

- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on others.

Your Typical Behaviors in Conflict

- Your anger is directed at the situation and the lack of desired results, not at anyone personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.

Part III

Application of Communication Styles with Others

Understanding your own behavioral style and natural tendencies are just the first steps to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That is what Part III of this report is all about.

To begin using the power of behavioral styles, you also need to know how to apply the information with people and situations. Remember, people want to be treated by **their** behavioral style, not yours!

This application section includes:

- How To Identify Another Person's Communication Style
- The Four Basic Styles Overview
- How to Modify Your Responsiveness/Openness and Assertiveness/Directness
- Tension Among The Styles
- How To Adapt To The Different Communication Styles

This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Then identify the behavioral style of the other person using the **How to Identify Another Person's Communication Style** section. You can read about their style and preferences in **The Four Basic Styles Overview**.

Once you know their style and preferences, you can use the **How to Modify Your Responsiveness/Openness and Assertiveness/Directness** section to adjust in these areas when relating to this person. You will be amazed at the difference.

To understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section. Being aware that the differences in preference in pace and priority, and modifying accordingly, can make a big difference. Finally, the last section, **How to Adapt to the Different Communication Styles**, will give you suggestions when dealing with each of the four basic styles.

How To Identify Another Person's Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas - **responsiveness/openness** and **assertiveness/directness**. How responsive/open is the person and how assertive/direct is the person?

RESPONSIVENESS/OPENNESS (Willingness to share feelings, thoughts, opinions):

Less Responsive/Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject

LESS RESPONSIVE/GUARDED Task - Oriented

Thinker (Alessandra)
Compliance (Geier)
Analytical (Merrill)
Owl (Rosenberg)

Director (Alessandra)
Dominance (Geier)
Driver (Merrill)
Eagle (Rosenberg)

Relater (Alessandra)
Steadiness (Geier)
Amiable (Merrill)
Dove (Rosenberg)

Socializer (Alessandra)
Influence (Geier)
Expressive (Merrill)
Parrot (Rosenberg)

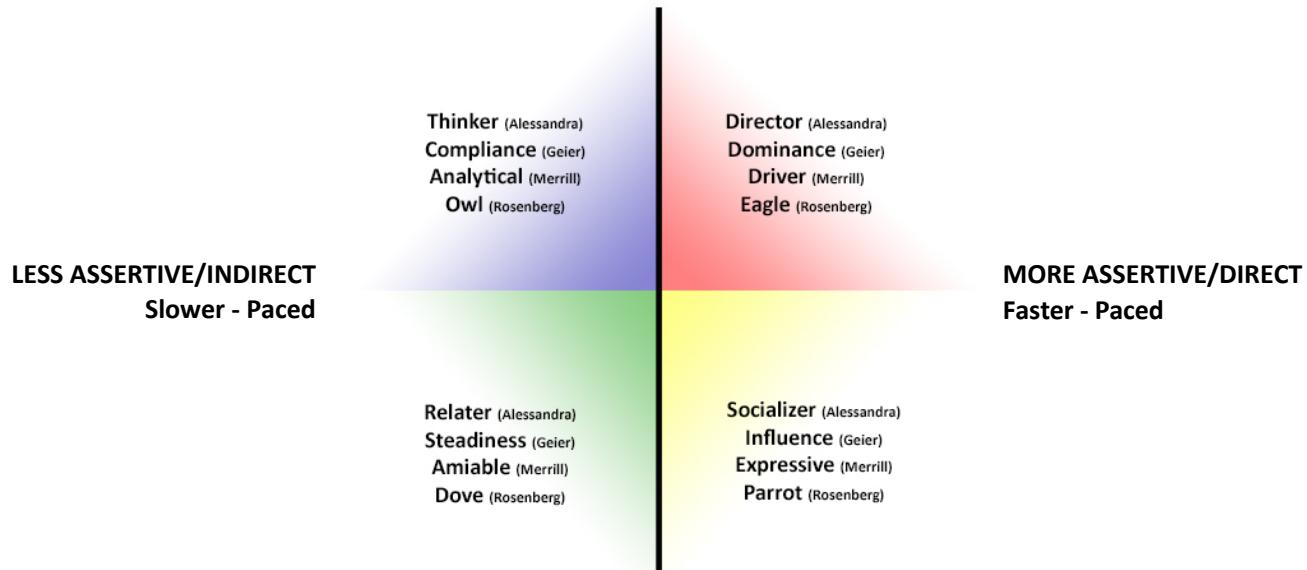
MORE RESPONSIVE/OPEN Relationship - Oriented

More Responsive/Open Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

How To Identify Another Person's Style

ASSERTIVENESS/DIRECTNESS (Measure of a person's natural pace):



Less Assertive/Indirect Behaviors

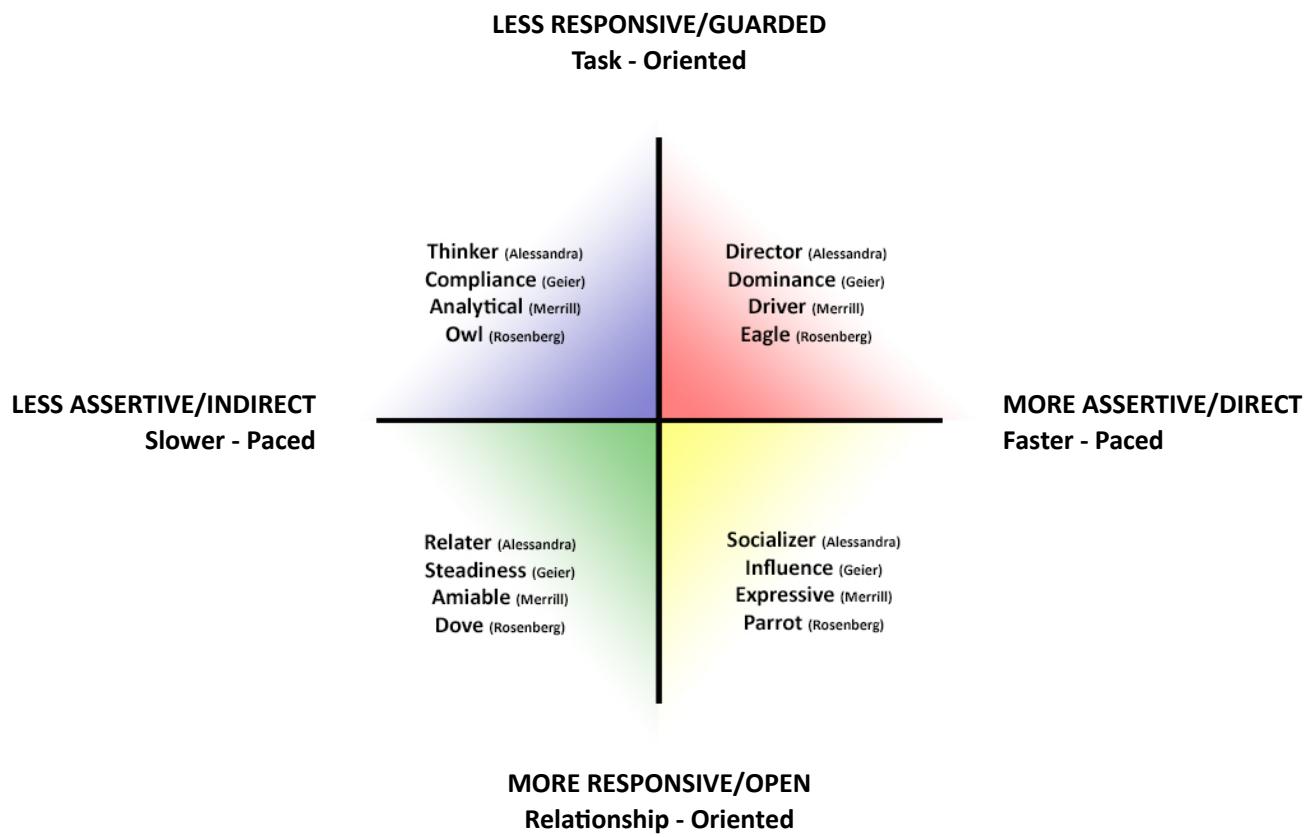
- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

More Assertive/Direct Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

How To Identify Another Person's Style

THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit less responsive/guarded and more assertive/direct behaviors are **red styles**. People who are both more assertive/direct and more responsive/open are **yellow styles**. People who exhibit more responsive/open and less assertive/indirect behaviors are **green styles**. Finally, less assertive/indirect and less responsive/guarded people are **blue styles**.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more assertive/direct and fast-paced or less assertive/indirect and slower-paced?
2. Are they less responsive/guarded and task-oriented or more responsive/open and people-oriented?

The Four Basic Styles Overview

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in various settings.

	Director Dominance Driver Eagle		Socializer Influence Expressive Parrot		Relater Steadiness Amiable Dove		Thinker Compliance Analytical Owl
PACE	Faster/Decisive		Faster/Spontaneous		Slower/Relaxed		Slower/Systematic
PRIORITY	Challenges		Attention		Relationships		Correctness
SEEKS	Productivity Control		Participation Applause		Acceptance Status Quo		Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver		Persuasive Motivator Optimistic		Good Listener Team Player Loyalty		Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener		Inattentive To Detail Short Attention Span Impulsive		Oversensitive Resists Change Slow To Act		Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of		Loss Of Social Recognition		Little Time To Adjust To Change		Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt		Spontaneous, Upbeat		Supportive, Friendly		Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive		Excitable Disorganized		Submissive Indecisive		Withdrawn Critical
PLANNING	Achieving The Plan		Promoting The Plan		Implementing The Plan		Structuring The Plan
VOICE	Strong, Clear Confident		Animated, Friendly, Much Inflection		Soft, Lower Volume, Warm		Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards		Messy Desk Photos & Sayings Many Post-Its		Comfortable Family Photos Team Awards		Stark & Structured Wall Charts/Calendar Latest Technology

What Is Communication Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It is something applied more to yourself (to your patterns, attitudes and habits) than to others. The concept of adaptability, as developed by Dr. Michael O'Connor, the co-author of The Platinum Rule® (Warner Books, August 1996), is a two-part process. It combines Flexibility with Versatility. Flexibility is your willingness to adapt. It's your attitude. Versatility is your ability to adapt. It's your aptitude.

The First Half of the High Adaptability Formula - Flexibility

The Five Positive Traits that Enhance Flexibility are:

1. **Confidence** means that you believe in yourself, you trust your own judgment and resourcefulness.
2. **Tolerance** means you are open to accepting opinions and practices that are different from your own.
3. **Empathy** results in feeling the pain, or the joy, of the other person. It comes from the heart.
4. **Positiveness** - a positive attitude leads to positive events in your life.
5. **Respect for Others** is the sincere desire to understand and consider other people's choices, commitments and needs in relation to yours.

The Five Negative Traits that Undermine Flexibility are:

1. **Rigidity**--"It's my way or the highway"
2. **Competition With Others**--"I'm smarter, prettier, etc., than you"
3. **Discontent**--"No, I don't like it this way. Why can't we..."
4. **Being Unapproachable**--"Don't bother me unless it's worth my time and you agree with me"
5. **Difficulty With Ambiguity**--"Let's nail this down right now"

The Second Half of the High Adaptability Formula - Versatility

The Five Positive Traits that Enhance Versatility are:

1. **Resilience** means knowing how to overcome setbacks, barriers and limited resources.
2. **Vision** is the power to imagine, to be creative, and to suggest alternatives.
3. **Attentiveness** means being aware of all the elements in the environment. It means paying attention to more than your own needs.
4. **Competence** begins with a problem-solving ability and having a can-do attitude and following through.
5. **Self-Correction** means you are able to see when you've developed a non-productive pattern in your behavior and being able to try something different."

The Five Negative Traits that Undermine Versatility are:

1. **Subjectiveness** --"This is the way it looks to ME"
2. **Bluntness** --"That's a stupid idea!"
3. **Resistance** --"This is the way we've always done it"
4. **Single-mindedness** --"It's my goal and nothing else matters"
5. **Unreasonable Risk-Taking** --"I'm going to jump, won't you come with me?"

Developing your adaptability - your flexibility and versatility - allows you to understand how different types of people would like to be treated. It does not mean imitating their behavior. It does mean adjusting your behavior to be more in line with the other person's preferences. Adaptable people meet the other person's needs as well as their own. They know how to negotiate relationships in a way that allows everyone to win. With adaptability, you are practicing The Platinum Rule® - Treating others as they want and need to be treated.

How To Modify Your Responsiveness/Openness and Assertiveness/Directness

In some interpersonal situations, you will only be able to identify another person's assertiveness/directness or responsiveness/openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of responsiveness/openness or assertiveness/directness before looking at specific guidelines for being more adaptable with each of the four styles.

TO INCREASE ASSERTIVENESS/DIRECTNESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

TO DECREASE ASSERTIVENESS/DIRECTNESS

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

TO INCREASE RESPONSIVENESS/OPENNESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

TO DECREASE RESPONSIVENESS/OPENNESS

- Get right to the task - the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among The Styles

Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

Notice that the **red styles** and **yellow styles** tend to prefer a faster pace; the **green styles** and **blue styles** both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take relationships with the **red styles** and **yellow styles**. Both are relatively fast-paced behavioral types. Yet the **yellow styles** place more emphasis on people than on tasks, while the **red styles** tend to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the **yellow styles** do better with the **green styles**. These two will still be getting to know each other while the **blue styles** and **red styles** are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the **yellow styles** and **green styles** interaction when these two finally do get around to the tasks at hand. The **yellow styles** usually prefers fast action, whereas the **green styles** want to take a slower and steady approach.

Consider the goal/task-oriented team of the **red styles** and **blue styles** (another example of pace-based tension). The faster-paced **red styles** like to make quick decisions. The slower-paced **blue styles** get uptight when having to make decisions without an opportunity to fully analyze all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in their style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the **red styles** and **green styles** relationship, as well as in the **yellow styles** and **blue styles** relationship.

Take the case of the **red styles** and **green styles** interaction: the **red styles** should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The **green styles** should try to show more concern for task completion, even if it means temporarily putting the personal relationships aside. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the **yellow styles** and **blue styles** relationship. Adjust both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.

Action Plans With All Four Styles...

GREEN STYLE TRAITS...	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think emotionally	Explain your reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and one-two-three instructions as you personally "walk them through"
Want others to notice their patience and perseverance	Compliment for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate
Accepts tasks readily but has difficulty delegating because they don't like taking risks and feel they'd be in trouble if the delegation went wrong.	Explain how others will benefit from the opportunity to develop their skills and, by overseeing effectively, there will be little risk.
YELLOW STYLE TRAITS...	SO YOU...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your genuine appreciation
Easily persuades others to take on tasks that don't interest them, but has difficulty delegating because they feel they would lose personal status and they haven't got the time or patience to explain in detail.	Explain that if they just take the time to think through and explain what is required, good results will follow and they will get the credit for being good managers.

Action Plans With All Four Styles...

BLUE STYLE TRAITS...	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Give detailed reasoning
Seek data	Give it to them in writing
Need to know the process	Provide explanations and rationale
Proceed with caution	Allow them to think, enquire and check before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"
Has difficulty delegating because they can't trust other people to do it the same way and as perfectly as they would.	Explain that perfection is not always necessary and, given detailed instructions, good results will follow even if produced by a different method.
RED STYLE TRAITS...	SO YOU...
Concerned with being Number 1	Show them how to win
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries, then give support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like change	Vary routine
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, but give them parameters
Tendency towards conflict	Argue with conviction on points of disagreement, backed up with facts; don't argue "feelings"
Impatient for results so do it themselves	Persuade them 'now' is not always necessary and work-life balance is good
Frequently gives tasks to others but has difficulty delegating because they need to be in control and don't want to give up their time in giving instructions.	Explain that, if they can be a bit less impatient, delegating properly will bring long-term benefits to the organization by developing other people so they can also produce more results.

How To Adapt To The Red Styles

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure - all on a single page.

The **red styles** are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the **red styles** have their say because they are not the type who will take a back seat to others.

With the **red styles**, in general, be efficient and competent.

At Work - Help Them To:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

Sales and Service Strategies with Red Styles:

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives - what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

In Social Settings:

- Convey responsiveness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

How To Adapt To The Yellow Styles

The **yellow styles** thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. **Yellow styles** are social butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the **yellow styles**, in general, be interested in *them*.

At Work - Help Them To:

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

Sales and Service Strategies with **Yellow Styles**:

- Show that you're interested in them, let them talk, and allow your enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

In Social Settings:

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed

How To Adapt To The Green Styles

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings. **Green styles** don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a **green styles** into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the **green styles**, in general, be non-threatening and sincere.

At Work - Help Them To:

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Accept credit and praise, when appropriate

Sales and Service Strategies with **Green Styles**:

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly (but professional) manner.
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs, as well as their task or work expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

In Social Settings:

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change

How To Adapt To The Blue Styles

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented, so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the **yellow styles**, it is not a prerequisite. Support the **blue styles** in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the **blue styles** to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed legwork for the group. If appropriate, set guidelines and exact deadlines. The **blue styles** like to be complimented on their brainpower, so recognize their contributions accordingly.

With the **blue styles**, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

At Work - Help Them To:

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not every minor detail

Sales and Service Strategies with **Blue Styles**:

- Prepare, so that you can answer as many of their questions accurately
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into hasty decisions
- Tell them both the pros and cons of the complete story
- Follow through and deliver what you promise

In Social Settings:

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

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