

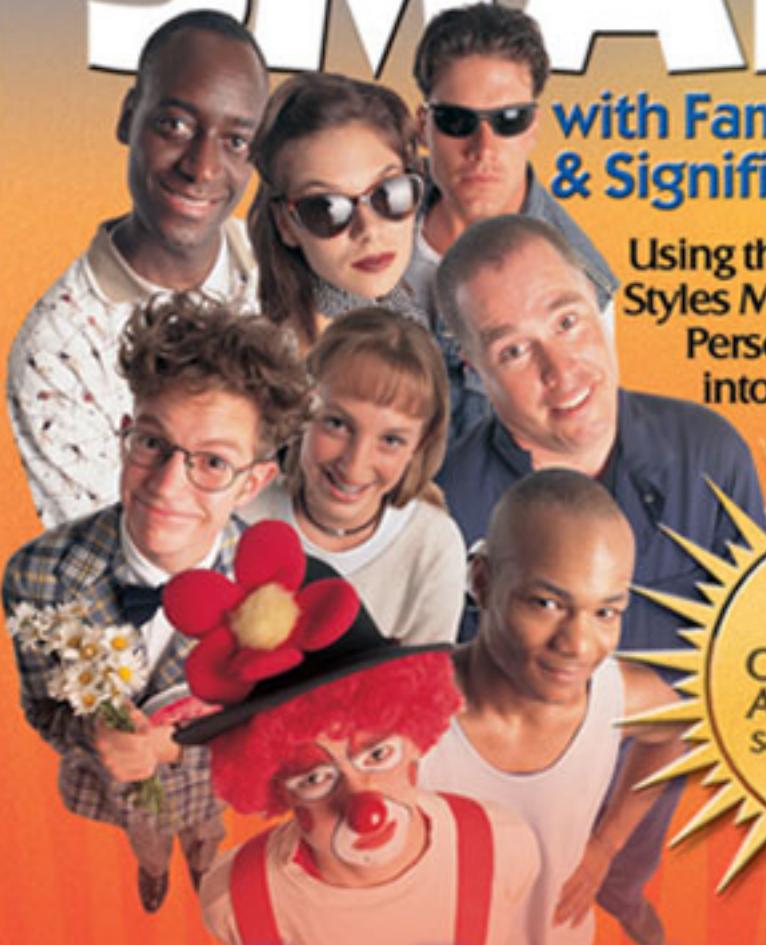
PEOPLE SMART



with Family, Friends
& Significant Others

Using the DISC Behavioral
Styles Model to Turn Every
Personal Encounter
into a Mutual Win

FREE
Online DISC
Assessment
See Details Inside



Tony Alessandra, Ph.D.
Michael J. O'Connor, Ph.D.
with
Janice Van Dyke, Ph.D.

People Smart: with Family, Friends and Significant Others

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and Michael J. O'Connor, Ph.D.

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“Alessandra and O’Connor have hit a real home run with *People Smart*. It’s the best thing I’ve ever seen written in this area! It is a must read for anyone who wants to learn more about themselves and others—easy to read, but powerful in content. *People Smart* will make you more aware and more effective from the moment you finish reading it.”

Kenneth Blanchard, Ph.D.

Co-author, *The One Minute Manager*

Dedications

From Tony Alessandra:

To my children, Justin & Jessica Alessandra

To my stepchildren, Ashley & Dana Wexler

From Michael O'Connor:

To Mary Ann, my loving wife and my greatest teacher, and to my children Kevin and Kara, for their patience, tolerance, and appreciation of my life's work

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Table of Contents

I *Introduction*

1 ONE: The Platinum Rule

11 TWO: I Know Who You Are,
But What Am I?

37 THREE: How Will You Know One
When You Meet One?

73 FOUR: Creating Personal Power
Through Behavioral Adaptability

93 FIVE: The Social Scene

125 SIX: It's All in the Family

159 SEVEN: Romance, Romance

197 *Afterword*

199 *Now, a Word About Our Authors...*

Introduction

Behavioral differences are our boon and our bane. They're what makes life so rich and fascinating and often so frustrating, too. Especially in our personal lives, where effective interpersonal communication with our friends, family and loved ones is pivotal.

Most of us never figure people out. We just ricochet through life. We get along great with some people, refuse to deal with others, or have as little interaction as possible with still others, because they are so different from us.

However, what if you knew the secret of those differences? What if there was a simple, but proven, way to build rapport with everyone? To eliminate interpersonal conflicts? To take charge of your own compatibility with others? To make our interactions with friends, family and loved ones mutually beneficial instead of a contest of wills?

You literally hold such a key in your hands. A product of psychological research and practical application, People Smart is a proven method of connecting with anyone in the workplace and is indispensable to anyone who is curious about what makes themselves and others tick.

You can learn to handle people the way those people want to be handled and to speak to them in the way they are comfortable listening.

People watching

We want this book to be readable, practical, and accurate. What's more, we want you to be able to remember the principles of People Smart easily.

Therefore, we are using a simple, four-style model that spans all cultures and has been validated with hundreds of thousands of people, the DISCstyles model. It focuses on patterns of observable, external clues that will give you a sense of what's going on inside someone else's head. Once you know that, you can decide how best to respond.

Everybody is interested in finding out more about themselves—and how to deal with others more effectively. If you're like most people, you want to improve your interactions with others. This book shows you a simple, yet proven, way to positively influence others.

The purpose of *People Smart* is threefold:

- Understand your own style, its strengths and weaknesses, and how your behaviors communicate that style to others.
- Identify someone else's style by quick, easily learned techniques so you will know how to "read people" and treat them the way they would like to be treated.
- Adjust your behavior to make all kinds of people more at ease with you, and you with them!

People Smart will not only help you become a better you, it will help you behave more maturely and productively by teaching you how to focus on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon, and modifying your weaknesses. This book does not deal with values or judgments. Instead, it concentrates on individuals' needs and fears—our natural tendencies that cause us to do the things we do.

This book will teach you to become a people-watcher extraordinaire, someone who really understands behavioral differences and can use them to mutual advantage. This can often spell the difference between success and failure.

Every person has his or her own special way of doing things and an identifiable and predictable behavioral type. Behavioral type is a pattern, or group of recurring habits, resulting from the way you typically do things—the way you deal with people and situations. It's your comfortable method of behaving, most of the time, when you relax and just *act yourself*.

Often, when we do what comes naturally we alienate others without realizing it. Why? Because that same behavior may not be natural for them. If we want to get along with our friends, family and loved ones, it's essential we become aware of our natural tendencies—and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by temporarily using behavioral modification to change only our own behavior so the other person feels comfortable. When this happens, tension lessens and cooperation zooms.

Your technique of interacting with people succeeds when you receive and heed their external signals; it fails when you ignore and cross them. Of course, everyone experiences the same basic human needs, but each of us ranks some needs higher than others.

When you understand something about your own habitual style and how it differs from others' styles, you can modify your approach to get on the same wavelength with them. The ideas you present don't change. But you can change the way you present those ideas. And people will teach you how to treat them if you're willing to discover their unique signals.

For example, one type of person measures his success by results. They head for the finished product and the bottom line. They'll do whatever it takes, within reason, to get the job done. In fact, their natural response to what they view as other people's lack of accomplishment is, "Don't just sit around wasting time! Get busy!" They need achievements.

Another type places high value on recognition and measures success by the amount of acknowledgment and praise they receive. Consequently, they typically follow that route to attention and applause. They gravitate toward friendliness and enjoyment, popularity and prestige—while consciously avoiding rejection, negativism, and arguments.

Then we have the steady, cooperative type of person who needs close relationships. They place a high value on sharing and trust, but bases their feelings about people and things on concrete evidence. They want the security and predictability found in daily routine—so they resist sudden, unplanned changes and need stable, predictable environments. They thrive on the familiar. Changes or surprises make them uncomfortable.

The last type is concerned more with content than with congratulations. They want to know how things work so they can evaluate how correctly they function. At the extreme, this tendency toward perfectionism can result in *paralysis by analysis*. Because they need to be right, they prefer checking processes themselves. Concerned with appearances, they focus on the process—how to perform a task—while complying with established rules and regulations. As the most cerebral of the four types (in terms of how they deal with people and situations, not I.Q.), tasks win over people and a slow pace prevails.

Infinite uses

The uses of People Smart are infinite. This book will show you how to build bridges to each style in any interpersonal situation.

In fact, People Smart will likely change your relationships forever. You will see people differently, understand them better, and be able to deal with them in a way that can turn every encounter into a win-win situation.



In addition, perhaps for the first time, you will truly understand your own behavior and why you act the way you do. You will see how to round off your own sharp edges and to develop strengths you did not know you had.

Some people reject the notion of “types” or “styles.” Putting people in boxes, they say, is not the way to really get to know one another. Instead, they contend, that’s stereotyping, a process that may be unfair to the individual and uses unrealistic shortcuts to appreciating unique human beings.

Understanding someone’s behavioral style is not mutually exclusive with genuinely getting to know them. Far from it. In fact, using People Smart can greatly accelerate that process. If you can quickly notice another person’s needs-based cues and adapt your own behavior, you will learn to value others more genuinely. You will see that their needs are just as valid as yours are, and you can, if you choose, seek to meet those desires and forge a deeper relationship.

Not manipulation

Another important point: When we talk about using People Smart, we are not talking about manipulating people! Rather, we are talking about learning, in a way, to speak their language.

It is not considered manipulative to speak French when in Paris, for example. Au contraire. It’s something you do briefly while on the Frenchman’s soil so you can be more compatible. You do not alter your basic nature while in France. Your ideas do not change. However, how you present those ideas does change.

Similarly, practicing People Smart does not fundamentally change you or the other person. It empowers you by making you multilingual, in a sense. Knowing how to listen and speak in the “language” of those around you is a delightful, useful tool that can be used to resolve dif-

ferences, maximize strengths, and enjoy a fuller, more successful life by better understanding yourself and the people around you.

This is a reader-friendly book, with lots of charts and graphs to summarize and explain the text. The reader can use and reuse it as a constant companion for dealing with difficult people and stressful situations. *People Smart* shows clearly how to understand both your own unique strengths and inherent shortcomings and those of others. It gives you the tools to get what you want in various life situations with family, friends and loved ones. This book equips you with the power and knowledge to cash in on its insights through more positive and productive exchanges with others. You can realistically take charge of improving all your relationships and this book shows how.

Chapter 1

The Platinum Rule

Personality clash or instant rapport?

In your dealings with others, have you ever experienced a personality conflict? (If you haven't, check to see if you're still breathing like the rest of us mortals). No matter how much you may try, your teeth clench and your adrenaline pumps faster when you're with this difficult character. Whatever you may want to call the process, you clash. You're not tuned in on the same wavelength.

When we clash with someone, we often move towards the extreme of avoiding that person, no matter what. Or the other extreme of telling him exactly what we think of his unacceptable behavior. Or we may tell everyone else how distasteful we find him. Or just grit our teeth and tolerate him. Whatever our initial reaction, we feel uncomfortable because we have a personality conflict.

On the other hand, we'll bet you can think of somebody you liked immediately. You had instant rapport, immediate chemistry. "Ann is so down-to-earth, I feel as though I've known her for years." After ten minutes you felt like you'd known Mr. or Ms. Wonderful for half a lifetime. Here was a soul mate who clicked with you from word one. Her personality "felt right" and you also felt good about yourself when you were

near her. You felt relaxed and comfortable with this person. Chemistry prevailed, and Ann made your Top Ten list of favorites.

What could possibly account for these two extreme variations in the human species? Certainly, our unique sets of experiences coupled with the genes passed down by Mom and Dad ensure we're all different. Everyone's idea of a person to avoid versus a best friend varies. Given these subjective differences, the way people communicate can result in conflict or chemistry. So how do you go about interacting with all those fascinatingly diverse, sometimes difficult, people out there?

How to deal with difficult people

This book will teach you how to treat people in a way that allows them to feel comfortable with you, so there'll be less tension between you. When tension goes down, positive outcomes---trust, credibility, creativity, cooperation, respect, commitment, and productivity---go up. How do you get results with people? By communicating with them on their level so they're at ease. Because challenging relationships are a fact of life, we'd like to show you how to:

- Understand your own style, its strengths and weaknesses, and how your behaviors communicate that style to others.
- Identify someone else's style by quick, easily learned techniques so you'll know how to "read people" and treat them the way they'd like to be treated.
- Adjust your behavior to make all kinds of people more at ease with you, and you with them!

Bending the Golden Rule

We contend that you can create much more chemistry and far less conflict in all your relationships--work, social, dating, and family--

based on how well you practice the Golden Rule. If you exercise the Golden Rule appropriately, you'll create much more relationship chemistry. But if you fail to understand the true spirit of the Golden Rule, you'll create many more personality conflicts. Just to make sure you have the proper perspective, what is the Golden Rule?

It's simply, "Do unto others as you would have them do unto you." Not the managerial version--"The person with the gold makes the rules,"--or the skeptical interpretation--"Do unto others before they do unto you."

"So," you say? "How could people get in trouble if they practiced that truth? Living by the Golden Rule should result in more harmonious relationships, not create conflict!" You're right. The problem lies with practicing the Golden Rule verbatim and not understanding its true intent. When you misapply it, you stand a much greater chance of triggering conflict over chemistry.

Let's explain. When you treat others as you want to be treated, you can end up offending others who have different needs, wants, and expectations from you. So when you apply the Golden Rule verbatim, there's a much greater chance of triggering conflict over chemistry. Yes, you heard it right? If you literally apply, "Do unto others as you would have them do unto you," you'll make problems for yourself with up to 75% of the types of people you meet. Following the Golden Rule verbatim means treating others from your point of view. That means you naturally tend to speak in the way you are most comfortable listening; or sell to others the way you like to be sold; or manage the way you want others to direct you.

When you treat people as you seek to be treated, it can cause tension. Why? Because the other person may not like your way. Perhaps you fill your own needs instead of his or hers. Or speak in a way that's easy for you to follow, but hard for the other person. That brings us to the

second reason the Golden Rule can actually damage relationships. It implies all people want to be treated the same when, in fact, our preferences are not all alike. So application of this principle varies from one individual to the next based on their personality differences.

Linda treats you as she wants to be treated

The Golden Rule would work only in a perfect world where all of us were identical. But we're not. For instance, Linda devoutly practices it, but it backfires. She treats everybody alike. The world population is part of her extended Italian family.

Linda is an exceptionally people-oriented, outgoing person. She's so gregarious, when she goes to a restaurant, she greets the hostess and other patrons as though they're in her kitchen. Anyone who makes eye contact with her is fair game.

As she approaches a table of complete strangers, she typically says, "Hello? My name is Linda. What's yours? She joins in other people's conversations. She doesn't mind being asked personal questions. Readily and willingly misapplying the Golden Rule, she asks other people personal questions--whether they want to answer or not. "What is the special occasion?" Or, "What do you do for a living?"

If we take a poll at that restaurant, half the people will probably think that Linda is wonderful, but the rest of them are likely to react or think differently. As well meaning and people-oriented as she is, she often unintentionally steps on people's toes. She doesn't want to, but . . .

What has happened? Linda puts the Golden Rule into action and, by doing so, impresses some people and depresses others. Well, maybe she doesn't exactly depress them, but heightens their tensions. By acting the way she likes to be treated, there are mixed reviews. When behaving from only her own perspective, she doesn't take others' preferences into account. Why not? Simply because it's okay if strangers approach her

and ask about her intimate, private thoughts; so she naturally figures it's okay for her to do the same thing. It's true for the rest of us. If we don't think first of the other person, we run the risk of unintentionally imposing a tension-filled "win/lose" or "lose/lose" relationship on them.

The Platinum Rule

We believe in refining The Golden Rule to take into consideration the feelings of the other person. Notice, we don't say break the rule. We redefine it into the Platinum Rule--"Do unto others as they want to be done unto." Treat others the way they want to be treated. By "platinum," we don't mean to imply "better." We simply want to capture the true spirit or actual intention of the Golden Rule so we consider and respond appropriately to the other person's needs. We can learn to treat different people differently, according to their needs, not ours. That leads to greater understanding and acceptance.

Remember the famous TV show, "All in the Family?"

"Edith do you know why we can't communicate? Because I'm talking in English and you're listening in dingbat!" Well, maybe Archie Bunker could benefit from learning how to communicate in "dingbat"! Then, he could mentally change places with Edith to understand her expectations instead of just his own.

Every day we face the potential for conflict or success with different types of people. Conflicts are inevitable, but the outcome from how you handle dissension is much more controllable. At the very least, you can manage your end of it. You can choose to treat somebody from his perspective, the way he wants to be treated by modifying your own behavior; or you can choose to meet only your own needs-facing consequences such as dissatisfaction, frustration, confusion, and distress. It's up to you.

Modify your spots

“Modify my behavior? Hey, I don’t want to change! And I hate phonies!”

We’re not talking about changing a leopard into an elephant. We mean acting in a sensible, successful way. When someone wants to move at a faster pace, move at that pace. If others want more facts and details, provide them.

But wait? Isn’t it phony to act in a way that isn’t natural for you? We think acting in a way that is responsive to Japanese behavior patterns in a Japanese environment is more likely to be appreciated and accepted there. The result is greater success! It helps dispel the stereotype that has been associated with some tourists who “act themselves” and expect others to do likewise. Of course, anything that’s new feels strange at first, until you get more comfortable with it through repeated practice.

People learn to become more adaptable through education, experience, and maturity. We simply have to allow the opportunity for appropriate behaviors to surface. As we’ve mentioned, if you’re able to put yourself in the other person’s position, you become more open-minded in dealing with him or her. When you understand the way the other person feels comfortable communicating, you can modify your approach to get on the same wavelength. You haven’t changed your own natural personality. You’ve merely added to it still other consciously learned, behavioral insights and strengths for dealing with different types of people and situations. The best part is that people will teach you how to communicate with them if you’re willing to learn their signals by “reading” and then appropriately responding to them.

Background of behavioral types

People have been both frustrated and fascinated with each other’s differences for thousands of years. The earliest recorded efforts to ex-

plain our differences were made by astrologers who recorded the positions of the heavens. The twelve signs in four basic groupings--Earth, Air, Fire, and Water--are still used today.

In ancient Greece, Hippocrates' concept of four temperaments followed---Sanguine, Phlegmatic, Melancholy, and Choleric. He viewed personality as shaped by blood, phlegm, black bile, and yellow bile. As unpalatable as this might sound to us, people accepted these physical or bodily causes for varying "humours" for centuries. Respected figures from medical/physical sciences, metaphysics, mathematics, and philosophy observed these four temperaments--including Aristotle, Empedocles, Theophrastus, and, in Roman times, Galen. References to Hippocrates' Big Four can be found in Shakespeare's plays.

In 1923, Dr. Carl Jung wrote his famous Psychological Types, at that time the most sophisticated scientific work on personality. In it, he again described four behavioral styles--the Intuit, Thinker, Feeler, and Sensor.

This basic, four-type model spans all cultures? East and West, north and south. For instance, Japanese people still study behavior and physical composition. Advice on How to Form a Good Combination of Blood Types, a former best seller by Toshitaka Nomi, claimed 100,000 documented cases of cross-referencing personalities with blood types. Nomi indicated that 40 percent of Japan's population has Type A blood. He associated this with the conscientious, hard-working behavior expected of engineers and technicians. He hypothesized that this explained Japan's emphasis on high-technology excellence.

Four styles with a difference

Today's Information Age features more than a dozen varied models of our behavioral differences. But they all have one common thread--the grouping of behavior into four categories.

Most of these explanations of behavioral styles have focused on internal characteristics leading to external behaviors. People Smart focuses on patterns of observable, external behaviors that each style shows to the rest of the world. It also demystifies those lesser known, but scientifically proven, internal forces which are the motivating clues behind our behaviors. In other words, this book will help you understand why you do what you do. Because we can see and hear these external behaviors, that makes it much easier for us to “read” people. Therefore, our model is simple, practical, easy to remember and use, and extremely accurate.

Our model divides people into four natural, core behavioral types:

The Dominant Director

The Interacting Socializer

The Steady Relater

The Cautious Thinker

So...which are you?

Chapter 2

I Know Who You Are, But What Am I?

So how do you identify your behavioral type? Here's how! You begin by choosing those traits that most and least describe you from a list of one-word possibilities. At first, you might think, "All these sound like me," or "None of them do," but select your personal traits from these commonly found choices with a clear focus in mind. Your reward will be in arriving at one behavioral type that is more descriptive of you than any of the others.

Any of us occasionally may behave like each of the four types, but we behave in predominantly one style more of the time. The most familiar place where you operate most comfortably is called your core behavioral type--your own unique personality style. This is most evident when you just "act yourself." This natural tendency appears when you don't think about how to act. It's where you're found when your mind is on automatic pilot. This type of core behavior is your home base. To discover your behavioral type, go to <http://www.platinumrule.com>

PERSONAL ASSETS INVENTORY *

INSTRUCTIONS FOR RESPONDING & SCORING

- A. In the space below, identify those behaviors that have typically been

Most-to-Least characteristic of you. Working left to right, assign “4” points to the MOST characteristic, “3” to the next most characteristic, then “2” and finally “1” to your least characteristic behavior.

EXAMPLE

3 DIRECTING

4 INFLUENCING

1 STEADY

2 CAUTIOUS

B. Total the numbers in each of the **four** columns. Place the **total** number for each column in the **blank** at the bottom of the column.

C. When all four columns are **added** together, they must equal 50.

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
<u> </u> Directing	<u> </u> Influencing	<u> </u> Steady	<u> </u> Cautious
<u> </u> Decisive	<u> </u> Optimistic	<u> </u> Patient	<u> </u> Restrained
<u> </u> Daring	<u> </u> Enthusiastic	<u> </u> Stabilizing	<u> </u> Analytical
<u> </u> Competitive	<u> </u> Talkative	<u> </u> Accommodating	<u> </u> Precise
<u> </u> Forceful	<u> </u> Charming	<u> </u> Easygoing	<u> </u> Curious
<u> </u> TOTAL	<u> </u> TOTAL	<u> </u> TOTAL	<u> </u> TOTAL

HOW TO DETERMINE YOUR “CORE” STYLE

If your highest column TOTAL is under column 1, you are a **Dominant Director**.

If your highest column TOTAL is under column 2, you are an **Interacting Socializer**.

If your highest column TOTAL is under column 3, you are a **Steady Relater**.

If your highest column TOTAL is under column 4, you are a **Cautious Thinker**.

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This personal inventory is a simple measure of your actual behaviors. Think of your personal traits across the variety of environments and periods of your life. Complete this inventory as you see yourself. To do this, start asking yourself, “Is this or isn’t this really me? If you want to take the full 30 question online assessment with a personalized 29-page report, visit <http://www.DISCstyles.com/assessmentorder.asp>

Look at the overall results to determine which of the four behavioral patterns you see as the single MOST and LEAST characteristic of you. Also, notice the specific behaviors within the inventory that you may have identified as MOST or LEAST characteristic of you. Later, you may want to use the same instrument to help you reevaluate your own and others’ pattern(s) in four major settings—work, social, family, and romance.

An overview of the four types

THE DOMINANT DIRECTOR:

Look at my accomplishments!

Goals and Fears

Dominant Directors, driven by the inner need to lead and be in personal control, take charge of people and situations so they can reach their goals. Since their key need is achieving, they seek no-nonsense, bottom line results. Their motto is: “Lead, follow, or get out of the way.” They want to win, so they may challenge people or rules. Similarly, Dominant Directors also accept challenges, take authority, and go head first into solving problems. Closely related to Dominant Directors’ goals are their fears: falling into a routine, being taken advantage of, and looking “soft”. So they may go to extremes to prevent those fears from materializing. They may act impatient, but they make things happen.

“Do as I say”

Since Dominant Directors need to have control, they like to take the lead in both business and social settings. They sometimes behave almost claustrophobically if they perceive someone is trying to stymie them. As natural renegades, Dominant Directors want to satisfy their need for autonomy. They want things done their way or no way at all.

Strengths and weaknesses

They often prefer strong directive management and operational tendencies and work quickly and impressively by themselves. Dominant Directors try to shape their environments to overcome obstacles en route to their accomplishments. They demand maximum freedom to manage themselves and others, using their leadership skills to become winners. Additionally, Dominant Directors often have good administration and delegation skills. This matches their motivating need. In fact, if they could delegate their exercise regimens or visits to the dentist’s office, they probably would.

These assertive types tend to appear cool, independent, and competitive. They opt for measurable results, including their own personal worth, as determined by individual track records. Of all the types, they like and initiate changes the most. We symbolize this personality type with a lion--a leader, an authority. At least, they may, at least, have the inner desires to be #1, the star, or the chief.

Less positive Dominant Director components include stubbornness, impatience, and toughness. Naturally preferring to take control of others, they may have a low tolerance for the feelings, attitudes, and “inadequacies” of co-workers, subordinates, friends, families, and romantic interests.

From general to specific

Dominant Directors process data conceptually by using deductive reasoning--from general to specific information. They are more comfortable using the left brain more than the right. When combined with

their need for control, this helps us better understand the emphasis on getting down to the bottom line results.

Masters of “mind control”

They may use various “mind control” techniques to help them focus on one task priority at a time. For instance, some are adept at blocking out distractions when they immerse themselves in projects. They don’t hear voices, sirens, or doorbells. They seem to channel all their energies into specific jobs. Similarly, in a summer biology class, the instructor, Dr. Rains, seemed oblivious to the smell (and the grumbling) when his students dissected decomposed fish. While the class choked and hurried from their desks to the windows to gulp for air, Dr. Rains instructed them like the odor were an everyday occurrence. No big deal. Not to him, anyway.

Venting relieves their tension

Under pressure, Dominant Directors are likely to rid themselves of anger by ranting, raving, or challenging others. They naturally react to tense situations with a fight response. This tendency reflects the Dominant Directors’ natural blind spots concerning other people’s views and feelings. Although this venting allows the relief of their own inner tensions and hostilities, other personality types may feel intimidated by this natural, (for them!) stress reducing practice. But the Dominant Directors’ barks usually exceed their bites, and they may soon forget what specifically upset them in the first place.

“Watch this performance”

Dominant Director musicians and performers typically seek to simultaneously command the stage and awe their audience. They envision themselves rising above their admirers and peers and moving into the position of number one, the best ever. Vince Lombardi, the former coach of the Green Bay Packers, coined this typical Dominant Director statement: “Winning isn’t everything; it’s the only thing.”

Dominant Director Territory

Two cultures which have produced many Dominant Directors are northern, industrialized Germany and South Africa. These examples are not meant to over-generalize or stereotype individual behavior; instead, they help us understand how cultures tend to socialize or group people into patterns of behavior which are more consistent with past customs and expectations. In this regard, it's easier for us to understand the more natural Dominant Director behaviors. These have emerged as the expected norms or preferred behavioral patterns over the long, colorful histories of both Germany and South Africa. How often have you described people you know of German or South African background by the following behavioral descriptions of the Dominant Director temperament mentioned throughout this chapter?

- take charge--naturally seek control; want to run things their way
- controlling--fear losing personal power or status
- competitive--want to win
- motivated to be #1--seek being first or "on top" whether other people approve or not
- task-focused--strive to get the job done; often less aware of others' feelings--which may make them appear insensitive
- "no nonsense"--view life in terms of overcoming the obstacles to their successful achievement of desired results
- strong-willed--once they make up their minds, preferring to stick to their ideas; even becoming headstrong, especially under stress
- impatient--expect other people to help them get results, ASAP!!!
- fast-paced--often somewhat involved with many projects simultaneously; may even exhibit "workaholism" tendencies

Action Plan...

DOMINANT DIRECTOR CHARACTERISTICS

Concerned with being #1

Think logically

Want facts and highlights

Strive for results

Like Personal Choices

Like changes

Prefer to delegate

Want others to notice

Need to be in charge

Tendency towards
conflict

SO YOU ...

— Show them how to win,
new opportunities

— Display reasoning

— Provide concise data

— Agree on goal and
boundaries, then support or
get out of their way

— Allow them to “do their
thing,” within limits

— Vary routine

— Look for opportunities to
modify their work load focus

— Compliment them on accom-
plishments what they’ve done

— Let them take the lead, when
appropriate, but give them
parameters

— If necessary, argue with
conviction on points of
disagreement, backed up
with facts; don’t argue on
“personality” basis

THE INTERACTING SOCIALIZER:

Hey, look at me!

Outgoing, Supporting, Interacting Socializers

He-e-e-ere's the Interacting Socializer!--the person who likes to go where the action is. Typically, he is outwardly energetic or fast-paced, and relationships tend to naturally take priority over tasks. The Interacting Socializer tries to influence others in an optimistic, friendly way focused on positive outcomes, whether in the social or work environment. In other words, if he shows others he likes them, he figures others will be more likely to reciprocate by responding favorably towards him. Since recognition and approval motivate him, he often moves in and around the limelight and hub of activity.

Goals and Fears

He wants your admiration and thrives on acknowledgment, compliments, and applause. "It's not just whether you win or lose. . .it's how you look when you play the game." People's admiration and acceptance typically mean more to this type than to any other. If you don't talk about him, he may spend considerable time talking about his favorite subject--himself--to gain the acceptance he wants. His biggest fear is public humiliation--whether appearing uninvolving, unattractive, unsuccessful, or unacceptable to others. These frightening forms of social rejection threaten the Interacting Socializer's core need for approval. Consequently, he may go to extremes to avoid public humiliation, lack of inclusion, or loss of social recognition.

Strengths and weaknesses

Interacting Socializers' primary strengths are their enthusiasm, persuasiveness, and friendliness. They are idea people who have the ability to get others caught up in their dreams. With great persuasion, they

influence others and shape their environments by building alliances to accomplish results. Then they seek nods and comments of approval and recognition for those results. If compliments don't come, Interacting Socializers may invent their own. "Well, Harry, I just feel like patting myself on the back today for a job well done!" They are stimulating, talkative, and communicative. This type can be represented by a porpoise--playful, sociable, and talkative.

Their natural weaknesses are too much involvement, impatience, being alone, and short attention spans. This causes them to become easily bored. When a little data comes in, Interacting Socializers tend to make sweeping generalizations. They may not check everything out, assuming someone else will do it or procrastinating because redoing something just isn't exciting enough. When Interacting Socializers feel they don't have enough stimulation and involvement, they get bored and look for something new again...and again...and again. When taken to an extreme, their behaviors can be seen as superficial, haphazard, erratic, and overly emotional.

"Let me entertain you!"

If they pursue the entertainment field for careers, Interacting Socializers typically allow their natural, animated emotions to show and flow. They become stimulated by the movement and reactions of the audience, trying to get the audience to figuratively fall in love with them by acting charming and friendly. They want viewers to feel, "He (or she) is fabulous!"

Two countries brimming with Interacting Socializers

Every country, culture, and sub-culture socialize their society's members into typical daily patterns of behavior. In this respect, both Ireland and Italy are often mentioned as settings where this Interacting Socializer type seems quite commonplace. Globally, people refer

to them as highly emotional people who tend to “wear their hearts on their sleeves.” The Irish are known for their animated, interactive storytelling and neighborhood socializing. In fact, many areas of the Northeastern United States have become settled as Irish-Italian communities by these immigrants with similar lifestyles.

Italians’ Interacting Socializer attributes have made them world-famous in the performing arts, restaurant and hospitality fields, and other person-to-person areas such as fashion and sales. How often have you described a native Irishman or Italian you have met by the following general description of the Interacting Socializer tendencies?

- optimistic--prefer to view life's positives; often block out negative situations, facts, concerns
- fast-paced--talk, move, and do most activities rather quickly
- emotional--readily show their own feelings and respond to others' feelings
- approval-seeking--look to others for acceptance and re-energizing; want people to approve of and like each other, too
- fun-loving--seek an upbeat, positive, casual atmosphere and love a good party, especially with friends
- excitable--show emotions and become enthusiastic, at best; rattled, at worst--when pressured or tired
- spontaneous--behave impulsively; dislike planning or dealing with follow-through details
- expressive--at times, they may forget and divulge secret information; or they may say too much to the wrong people

Action Plan...

INTERACTING SOCIALIZER

CHARACTERISTICS

Concerned with approval
and appearances

Seek enthusiastic people
and situations

Think emotionally

Want to know
the general expectations

Need Involvement
and people contact

Like changes and
innovations

Want others to notice
THEM

Often need help
getting organized

Look for action
and stimulation

Want feedback
that they “look good”

SO YOU ...

- Show them that you admire and like them
- Behave optimistically and provide upbeat setting
- Support their feelings
- Avoid involved details, focus on the “big picture”
- Interact and participate with them
- Vary the routine; avoid repetition
- Compliment them personally and often
- Do it together
- Keep up a fast, lively pace
- Mention their accomplishments, progress and your other genuine appreciation

THE STEADY RELATER:

Notice how well liked I am

Goals and fears

This type, as sung by Aretha Franklin in her hit record, may privately want a little “R-E-S-P-E-C-T”, as demonstrated by your sincere personal attention and acceptance of them. Steadiness and follow-through actions characterize these people. They prefer a slower and easier pace: “It’s not whether you win or lose. . .it’s the friendship that counts.” They focus on building trust and getting acquainted because they aim for long-standing personal relationships. Pushy, aggressive behavior secretly irritates them.

Steady Relaters strive for security. Their goal is to maintain the stability they prefer in a more constant environment. To Steady Relaters, while the unknown may be an intriguing concept, they prefer to stick with what they already know and have experienced. “Risk” is an ugly word to Steady Relaters. They favor more measured actions, like keeping things as they have been and are, even if the present situation happens to be unpleasant. Related to their goal of keeping things very similar is their accompanying fear of change and disorganization. Consequently, any disruption in their routine patterns can cause distress in Steady Relaters. Fearing sudden changes, they are naturally concerned with what may happen. A general worry is that the unknown may be even more unpleasant than the present. They need to think and plan for changes. Finding the elements of sameness within those changes can help minimize their stress by identifying the specific assurances required to cope with such demands.

Strengths and weaknesses

Steady Relaters naturally “wear well” and are an easy type to get along with. They prefer stable relationships which don’t jeopardize anyone,

especially themselves. Steady Relaters can be represented by the koala with its accompanying slower, steady pace; relaxed disposition; and appearance of approachability and warmth. Steady Relaters have a tendency to plan and follow through. This helps them to routinely plug along. But they have their own type of unique difficulties with speaking up, seeming to go along with others or conditions, while inwardly, they may or may not agree. More assertive types might take advantage of this Steady Relater tendency to give in and avoid confrontation. Additionally, Steady Relaters' reluctance to express themselves can result in hurt feelings. But if Steady Relaters don't explain their feelings, others may never know. Their lack of assertiveness can take a toll on their health.

Take it slow

Steady Relaters yearn for more tranquility and security in their lives than the other three types. They often act pleasant and cooperative, but seldom incorporate emotional extremes such as rage and euphoria in their behavioral repertoire. Unlike Interacting Socializers, Steady Relaters usually experience less dramatic or frequently occurring peaks and valleys to their more moderate emotional state. This reflects their natural need for composure, stability, and balance.

“Just plain folks”

Picture Edith Bunker of the classic sitcom ALL IN THE FAMILY. She lends a tone of continuity, coziness, and “motherliness” to virtually every scene in which she appears. Edith mothers everyone around her. With her easygoing manner, she projects a genuine liking and acceptance of her family, friends, and acquaintances. She’s a comfortable person to watch and listen to who emanates that “I’m just a regular person” modesty. She puts on no airs and projects contentment with present conditions--just as they are and always have been.

“May I entertain you?”

In the same respect, Steady Relater celebrities tend to give predictable deliveries. Both the audience and performer may seem to merge because the Steady Relater feels so in tempo with his or her viewers. Typical audience responses may include: “He’s truly one of us!” Or, “It’s like being with a member of the family or my closest friend!” Steady Relaters welcome group participation, and their performances reflect their natural give and take.

Two countries with many Steady Relaters

Two Steady Relater countries that seem to have emphasized this lifestyle as a cultural norm resulting in a disproportionate number of such individual styles, are Poland and Spain. Both cultures have historically found ways to get along with foreign elements while methodically plodding forward in the direction expected, even though that direction has often been dictated by others in the short run. The Polish people are world famous for their friendly, hard-working perseverance despite the obstacles which may confront them. And, the Spanish people (those beloved Latins) make others feel at home while practicing such distinctive customs as their renowned midday siestas. Taking siestas actually allows them to go home to their families during the workday. This is consistent with the preferred slower lifestyle of this temperament, without disrupting the differing customs of guests in their homeland.

Citizens of both countries are known in their native lands and in the United States for their neighborhood restaurants and extensive group social activities. Compare the following distinguishing characteristics of this Steady Relater type which describe people you know who’ve been influenced directly by their own ethnic, social group, or cultural roots:

- easygoing--calm, measured, low-key behavior and outlook

- slower paced--wait until they know the steps or guidelines before acting, then move forward in a pre-set manner
- patient-- define themselves by their desire for stable relationships with others; often view problems or concerns as workable
- predictable--favor routine and stable conditions and practices
- persevering--likely to stick to a project for longer periods of time or at least until the concrete results have been produced
- modest--less likely to "blow their own horns", but are appreciative when others acknowledge their contributions
- accommodating--like to get along with others through predictable role relationships
- neighborly--prefer friendly, pleasant, helpful working relationships

Action Plan...

STEADY RELATER CHARACTERISTICS

Concerned with stability

Think logically

Want documentation

Like personal involvement

Need to know
two-step-by-step sequence

SO YOU...

— Show how your idea
minimizes risk

— Show your reasoning

— Provide facts and proof

— Demonstrate your interest
in them

— Provide outline and/or one
three instructions as you
personally “walk them through”

- | | |
|--|---|
| Want others to notice their patient perseverance | — Compliment them for their steady follow-through |
| Avoid risks and changes | — Give them personal assurances |
| Dislike conflict | — Act non-aggressively |
| Accommodate others | — Allow them to provide service and support for others |
| Look for calmness and peace | — Provide a relaxing, friendly atmosphere |
| Enjoy teamwork | — Provide them with a cooperative group/ team |
| Want sincere feedback that they're appreciated | — Acknowledge their easygoing manner and helpful efforts, |

THE CAUTIOUS THINKER:

Have you noticed my efficiency

Goals and fears

Cautious Thinkers concern themselves more with content than with congratulations. They prefer involvement with the performance of products and services under specific, and preferably controlled, conditions so the process and the results can be correct. Since their primary concern is accuracy, human emotions may take a back seat with this type. After all, emotions are subjective and tend to distort objectivity. Cautious Thinkers biggest fears of uncontrolled emotions and irrational acts relate to their goals. More precisely, Cautious Thinkers fear that these illogical acts may prevent goal achievement. Similarly, they fear emotionality

and irrationality in others. This type strives to avoid embarrassment, so they attempt to control both themselves and their emotions.

Strengths and weaknesses

Cautious Thinker strengths include accuracy, dependability, independence, clarification and testing skills, follow-through, and organization. They often focus on expectations (e.g., policies, practices, and procedures) and outcomes. They want to know how things work so they can evaluate how correctly they function. We picture a fox as an appropriate symbol for Cautious Thinkers--cagey, resourceful, and careful. Because they need to be right, they prefer checking processes themselves. This tendency toward perfectionism, taken to an extreme, can result in “paralysis by overanalysis”. These overly cautious traits may result in worry that the process isn’t progressing right, which further promotes their tendency to behave in a more critical, detached way.

Complex and serious

They prefer tasks to people, clearly defined priorities, and a known pace which is agreeable to them, especially where task time lines and deadlines are involved. Other types typically live life through a single predominant time orientation--past, present, or future. But Cautious Thinkers are apt to be concerned about all three, as one aspect of their complex mental makeup. They tend to see the serious, more complicated sides of situations as well as the lighter--or even bizarre side--which accounts for their natural mental wit.

As the most cerebrally-oriented of the four types, Cautious Thinkers concentrate on making decisions in both logical and cautious ways to ensure that they take best available action. (This cerebral quality refers to the way they process information and experiences, and does not relate to I.Q.) “It’s not whether you win or lose. . .it’s how you play the game”--the more technically perfect, the better.

Think deeply

Visualize Woody Allen, the quiet, unassuming director, actor, and clarinet player who covets his privacy. In most of his movies, either he or his characters agonize over what to do next, what and how their feelings operate, and how to ultimately do the right thing. He typically puts his emotions under a microscope where he analyzes and reanalyzes them. Cautious Thinkers also can become overwhelmed by indecision when pressure builds.

Due to compliance to their own personal standards, they demand a lot from themselves and others and may succumb to overly critical tendencies. But Cautious Thinkers often keep their criticisms to themselves, hesitating to tell people what they think is deficient. They typically share information, both positive and negative, only on a “need to know” basis when they are assured that there will be no negative consequences for themselves.

When Cautious Thinkers quietly hold their ground, they do so as a direct result of their proven knowledge of facts and details or their evaluation that others will tend to react less assertively. So they can be assertive when they perceive they’re in control of a relationship or their environment. Having determined the specific risks, margins of error, and other variables that significantly influence the desired results, they will take action.

Cautious Thinkers entertain uniquely

Cautious Thinker entertainers want to move beyond the audience, since they are motivated to deliver a one-of-a-kind, captivating, near-perfect performance. They want spectators to think, “What a unique performance” or “Nothing else is quite like it!” When they take their varied stages, Cautious Thinker entertainers have meticulously pre-

pared themselves to provide a memorable experience with each intense performance--a key reason why they seem more emotionally drained from their own efforts.

Cautious Thinker countries

Under adverse political and geographic conditions, two Cautious Thinker countries have historically figured out creative, intuitive ways to survive. Both Sweden and Switzerland have harsh winter climates, but they've mastered the art of survival. Switzerland, especially, boasts a substantial corner on the market of world finance. For a small country, it controls a disproportionate amount of the world's money. And Sweden, long known as a land that appreciates beauty, continues to have a worldwide impact in exporting its aesthetic talents, products, and services resulting from cultivated efforts.

Whether watching a professional tennis match or beauty contest, we frequently see a representative from sparsely populated Sweden in the running for top honors. And, whether shopping for distinctive items--such as Scandinavian sweaters, needlework, furniture, crafts or other unique objects--or tasty and eye-catching bakery goods, the artistic flair of the Swedish heritage has universal appeal.

Which of the following Cautious Thinker characteristics listed below match individuals you know with cultural roots similar to those discussed above?

- careful--methodical and cautious; don't jump into things initially
- precise--need to be accurate, so they check and recheck in their effort to find the right or best available answer
- proper-- more formal, discreet, and inclined to allow others to be in their own space, expecting the same for themselves

- private--keep thoughts to themselves; do not willingly disclose their own or others' thoughts and feelings
- reserved--somewhat formal and cool; take time to get to know them--they have few close relationships
- logical--process-oriented seekers of reason
- inventive--like to see things in new or unique ways; often have a perspective that includes or addresses both themselves and others
- contemplative--introverted and reflective, they ponder both the "why" and "how" elements in situations

Action Plan . . .

CAUTIOUS THINKER CHARACTERISTICS

Concerned with
aggressive approaches

Think logically

Seek data

Need to know
the process

Utilize caution

Prefer to do things
themselves

SO YOU . . .

— Approach them in a
Indirect, non-threatening way

— Show your reasoning

— Give it to them In Writing

— Provide explanations
and rationale

— Allow them to think,
inquire and check before
they make decisions

— When delegating, let
them check on others'
progress and performance

Want others to notice their accuracy	— Compliment them on their thoroughness
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
Like to contemplate	— Tell them ‘why’ and “how”

Four types, just acting themselves

With the natural differences among the four behavioral types in mind, pretend that you want to give four people 15-20 minutes to make three simple decisions:

1. Where the next meeting will take place
2. When it will happen
3. The theme of the meeting

Quite by accident, your group consists of one Steady Relater, one Cautious Thinker, one Dominant Director, and one Interacting Socializer who all believe in practicing The Golden Rule. Do you think they'll get the job done? Perhaps, or perhaps not, depending on how each responds to one another in handling the simple task. Let's see why this may not work out. As they walk into the room, the Dominant Director typically speaks first. “Here's my plan. . .”

The Interacting Socializer says, “Hey! Who died and left you boss?”

The Cautious Thinker says, “You know there seems to be more here than meets the eye. We might want to consider some other relevant issues and break into sub-committees to explore them.”

The Steady Relater smiles and says, “We may not get this done if we don't work as a team like we have before.”

If you think that we're stacking the deck, consider putting all four of one behavioral type into the room to make those decisions. They'd get the job done, wouldn't they? Not if they follow the Golden Rule verbatim!

What do you call it when you send four Dominant Directors into the same room? War!

Or four Cautious Thinkers? A laundry list full of questions!

And four Steady Relaters? Nothing! They sit around smiling at each other: "You go first." "No, why don't you go first. By the way, how's the family?"

When four Interacting Socializers walk out, try asking them if they've gotten the job done. "Get what done?" They've had a party and instead come out with 10 new jokes and stories.

We admit that we may be exaggerating to make a point, but in some cases, not by much. Dominant Directors tend to have the assertiveness and leadership initiative to get tasks started. They may then delegate to others for follow-through, enabling the Dominant Directors to start still other new projects that interest them more.

Cautious Thinkers typically are motivated by their planning and organizational tendencies. If we want a task done precisely, find a Cautious Thinker. Of the four types, they're the most motivated to be correct--the quality control experts.

Steady Relaters have persistence, people-to-people strengths--patience, follow-through, and responsiveness. When we have a problem, we may choose to go to a sympathetic-appearing Steady Relater because he or she listens, empathizes, and reacts to our feelings.

Interacting Socializers are natural entertainers who thrive on involvement with people. They also love to start things, but often

do not finish them. In fact, they may pick up three balls, throw them in the air, and yell, “Catch!” Emotional, enthusiastic, optimistic, and friendly, Interacting Socializers usually pep up an otherwise dull environment.

A behavioral knight-time story

Here is a story to reinforce the differences between the four basic behavioral types:

Four of King Arthur’s knights, each representing a different behavioral type, were convicted of a crime and sentenced to death by decapitation. On execution day, they mounted the stairs together to position their heads in a custom-made, four person guillotine. (For you skeptical types who may be wondering why King Arthur uses a French product, maybe it’s a gift from King Louis.) The Lord High Executioner swings his royal ax, the rope snaps, and the blade comes down--stopping inches from their necks. King Arthur interprets this as a sign of innocence, so he pardons all four men. They all rejoice--some noisily, some silently--with everyone reverting to his own type of instinctive response.

Almost immediately, the Dominant Director knight turns to the others and yells, “You see! I told you I ‘m innocent!”

The Interacting Socializer knight screams, “Let’s eat, drink, be merry. . .and party, party, party!”

The Steady Relater knight walks up to the executioner and says, “I want you to know that I don’t hold this against you. You were just doing your job and I know you’re a good person at heart. Would you like to join me for dinner sometime?”

The Cautious Thinker knight pauses, looks up at the mechanism, scratches his head, and says, “Hmmm, I think I see the problem.”

Pick a type. . .any type

After our general introduction to the basic four, core behavioral types, you may already know which one is most like you. Did you also recognize other people you know? Besides deciding which type is most like you, you may have thought of people who sounded quite similar to one or more of the personality types in this chapter--those you harmonize with and those who tend to “rub you the wrong way”. Now that you know which type you are, you can better determine other people’s types. Integrating what you know about yourself with what you can observe and learn about others reveals valuable information to help you relate more effectively with them. The next chapter explains how to determine other personality types by focusing on specific verbal, vocal, and visual signals they provide. So get ready to become a people reader in Chapter 3.

Remember . . .

TASK ORIENTED

Cautious Thinker

Dominant Director

PEOPLE ORIENTED

Steady Relaters

Interacting Socializers

FASTER PACED

Dominant Directors

Interacting Socializers

SLOWER PACED

Steady Relaters

Cautious Thinkers

WHO SEEKS WHAT?

Dominant Directors

Cautious Thinkers

Interacting Socializers

Steady Relaters

Power & Control

Accuracy & Precision

Popularity & Prestige

Sincerity and Appreciation

KIND OF DECISION MAKER

Dominant Director	Decisive
Cautious Thinker	Deliberate
Steady Relater	Conferring
Interacting Socializer	Spontaneous

Chapter 3

How Will You Know One When You Meet One?

Now that you're familiar with your core behavioral type, how can you recognize other types when you meet them? Since relationships depend on your appropriate interactions with each behavioral type, the immediate question is, "How can I identify someone's behavioral type and how can I do it quickly?"

Two important dimensions for recognizing another person's behavioral type are Directness and Openness. We all exhibit a range of these characteristics in our expressed, observable behaviors. But we need to focus on how people act in order to determine their core type.

"Excuse me, Mr. Smith, but would you mind giving me some information about how Indirect or Direct and how Open or Guarded you are so I can figure out your behavioral type?" definitely won't do. Neither will guesswork, but that approach is seldom necessary because people give so many clues, if you just know what to look for. To identify someone's type, observe what he does by tuning in to both his verbal, vocal, and visual behaviors.

Verbal, vocal, and visual clues

The verbal channel of communication includes the words people use to express themselves—the content. The other two areas convey the in-

tent of the message—how people want to say it. The vocal channel includes all the subtle aspects of voice intonation—volume, speed, resonance, pitch, inflection, and rhythm. The visual channel includes all the aspects of body language—the range of movements and positions—from the subtle raising of an eyebrow to the precise movements of the trained actor.

We have assembled a range of verbal, vocal, and visual characteristics into a list of observable behaviors for each type. But beware! These descriptions refer to actions you can see, not value judgments you may be tempted to make about them. If you see a woman hopping up and down, is it because she is throwing a temper tantrum, has stepped on a nail, has a foot that has fallen asleep, or is very excited? All you can say is she is hopping up and down. Finding out why requires more observable verbal, vocal, and visual clues.

Is the person more Direct?

Directness, the first of two dimensions in our expressed behavior, is the amount of involvement a person uses to meet his needs by seeking to influence people and situations. Directness means the tendency to move forward or act outwardly by expressing thoughts, feelings, or expectations. Direct people come on strong, take the social initiative, and create a powerful first impression. They tend to be assertive, fast-paced people who make swift decisions and take risks. They can easily become impatient with others who cannot keep up with their pace. As active people who talk a lot, they appear confident and sometimes dominant. Direct people tend to express opinions readily and make emphatic statements. Such individuals try to shape their environment and relationships—“Tell McCullough that I want to talk to him ASAP.” Indirect people typically act in a more measured way—“I’ll get back to you about McCullough, Jack.”

Direct people are faster paced, more assertive, and more competitive. At worst, these tendencies can transform into hastiness, competitiveness, or lower awareness of others' needs. More outspoken, talkative, and dominant, Direct people are extroverts who focus their attention on interests in their environment. In other words—action! They tend to work and play faster. When at a social gathering, they're the ones who introduce themselves as a natural way of seeking to influence others in their surroundings.

They prefer to make rapid decisions, becoming impatient when things don't move fast enough or don't go their way. Checking for errors is something other people can do. It's too time-consuming and self-involving for Direct people. Instead of checking, they busily rush into new areas where the more Indirect may fear to tread. In fact, they rush into so many new areas that their time seems to evaporate into thin air. That's one reason why they have difficulty consistently being prompt—because something comes up at the office or somewhere else. Meanwhile, their more punctual, Indirect friends learn to busy themselves with time killers, such as projects or magazines, while waiting for their more easily sidetracked companions.

Direct people may enjoy risks and want results now, or yesterday. Risks are a way of life with them. Not only are they less worried about rocking the boat, they'll often tip it over and splash around in the hot water they find themselves in. They crave excitement, so they do as much as possible to get it.

This type feels that if they throw enough against the wall, something has to stick. Who cares if the output isn't perfect! Quantity beats quality (within limits known only to them) most days of the week. So they're likely to tolerate a higher error rate than their Indirect counterparts to gain a higher number of trial opportunities, even if their

success ratio is lower. They generally figure that the number of successes is more important than the percentage of successes.

Anyone involved in telemarketing or outside sales realizes that the road to success is littered with setbacks. Direct people excel in these arenas because they're able to take no's; they simply go out and find more prospects. Aware the yes's are out there somewhere, they're determined to unearth them. "The odds are definitely in my favor now. I'm due for a big hit!" Indirect people tend to take those no's as personal rejections, responding by examining other alternatives which don't force them to go out again. "Maybe if I send out a direct mail letter first, then follow up by phone, I'll increase my chances of getting a yes."

Direct people point, finger jab, or otherwise more observably express themselves in methods ranging from open arms to forearms—literally, a hug or a shove. They are verbally intense. "This is the way it is, so get used to it." They emphasize their points of view with confident-sounding vocal intonations and assertive body language.

They speak with conviction. "This idiot got an advanced degree from a diploma mill!" Fast-talking, Direct people like to tell, not ask, about situations. If you want to know the answer, just ask them. They can even become brutally blunt—"That's supposed to be a custom suit? It looks more like it's off the rack of a discount store."

Impatient and quick-paced, they jump into things, so they get into more "iffy" situations than their indirect counterparts. Just as the songs of the sirens lured sailors to their doom, the *windows of opportunity* beckon to Direct people. Entrance sometimes nets them huge results and sometimes slaps them with dramatic disasters. Wherever inclination takes them, their natural tendency is to do their own thing.

When the windows of opportunity crack open, the Direct types can't wait to tell somebody. So they seek willing listeners—usually of the Indirect variety—and they say, "I've found a gray area."

What sort of feedback do you suppose the Indirect types probably provide? “It sounds interesting, but it also raises a lot of questions. Have you asked anyone else for their opinion? Your boss, for instance?”

“Ask my boss? Forget it! He might say no! Then what would I do? My hands would be tied.”

This more Direct person’s motto in these cases is, “It’s easier to beg forgiveness than seek permission.” When in doubt, do it anyway. You can always apologize later.

Or Indirect?

On the opposite side of the Directness spectrum, Indirect people are more quiet and reserved. They are seen as more easygoing, or at least more self-contained. Indirect people ask questions and listen more than they talk. They typically reserve their opinions. When asked to take a stand, they may make tentative statements. They often appear more objective, quiet, and indecisive. When taken to an extreme, these positive traits can be viewed as negative ones—w wishy-washy, tight-lipped, unassertive behaviors. Indirect people are also less confronting, less demanding, less assertive, and less socially competitive than their Direct counterparts. They’re team players who allow others to take the social initiative. For instance, when they want to go to the movies or a restaurant, they might think to themselves, “Gee, I’d really like to see that new romantic comedy movie.” Then they wait for someone to invite them to go instead of outwardly expressing interest to others.

They tend to be more security-conscious—moving slowly, meditating on their decisions, and avoiding bigger risks. As a result, they often avoid taking bold chances or spontaneous actions. After all, what’s the best way to keep from failing? One way is to do nothing until you’re satisfied it would be an improvement. In other words, do only sure things. Those sure things result in a higher success ratio, so they are more

natural for Indirect people. Number of successes divided by number of tries equals success. In a given month, they may try 10 things. Nine may be successfully completed, one not—for a success ratio of 90%.

When Indirect people flop, they tend to take the setback personally. They are likely to internalize or privately think about it, often wondering if there's something wrong with them. "How could I have been so stupid?" Just give them a hint that something is going wrong, and reserved folks may engage in negative self-talk for days.

Indirect people tend to move at a slower or more measured pace. For them, sooner or later is good enough. They speak and respond more slowly since they are more cautious or stability-focused when considering change. If the behavior becomes too measured, detractors (usually Direct people) can view this as dragging their feet, or even lacking interest.

Predictability is more important to such Indirect people, so they tend to consider the pros and cons, attend to details, and fact-find. Caught in a gray area with no clear-cut guidelines, they usually ask for clarification or permission before they take action. They seek to meet their needs by accommodating the requirements of their environment. Generally they operate according to established formats and rules, so when you make an appointment with an Indirect person, you can expect him to show up on time, or possibly wait for you!

Indirect people tend to communicate by asking instead of stating. Their questions clarify, support, or seek more information—"By that, do you mean . . . ?" They prefer qualified statements—"According to my sources, the candidate received an advanced degree from a non-accredited university." They speak more tentatively and take a roundabout or step-by-step approach—"It seems to me that this is so." If they don't like something, they respond subtly—"Well, I think your other suit looks better." They reserve the right to express their opinions or keep them to themselves. But, they can also act like impregnable rocks when they don't want to crack.

Some are more, some less

It is important to realize that people vary in their location on this scale of Direct to Indirect behaviors. Think of someone you know who irritates you. Now that you know about Direct and Indirect characteristics, have you figured out which trait best describes him or her? One important consideration is to determine the person's preferred pace. Pace refers to natural rate of speed—whether he does things quickly or slowly. Bearing in mind pace and other trait descriptors for Direct and Indirect people, let's determine whether that person is more Direct or Indirect. Nobody fits exactly in the middle.

You may be wondering which are better—Direct traits or Indirect ones. We can answer with an unqualified, "It depends." Sometimes it's better to act more Direct and sometimes it's better to act more Indirect. Comparing the two is like evaluating San Diego and New York City. Each is very different, yet we could build a strong argument in either one's favor.

Appropriateness depends on the requirements of a situation. The real question isn't which is better, but how to best use the positive aspects of each trait while recognizing accompanying less developed attributes. Since each of our lives involves a variety of situations requiring differing responses, remember there is no one best personality type. The idea is to maximize people's natural traits while understanding and trying to minimize their accompanying drawbacks.

Survey of Directness versus Indirectness

This is an informal survey designed to provide you with a general description of how you see others in daily situations. Answer as objectively as possible. This is a non-judgmental assessment—there are no right or wrong answers. Choose one person you know (socially, personally, or at work) and answer these nine questions in terms of how you see that person most of the time, in most situations. This will help you deter-

mine if this person is more Direct or Indirect. For each number, choose the one statement that best applies to the person you are evaluating.

Is the Person More Direct or Indirect?

1. (I) A less frequent contributor to group conversations OR
(D) A more frequent contributor to group conversations
2. (I) Tends to keep personal thoughts or feelings private, sharing only when asked and necessary, OR
(D) Tends to express personal thoughts or feelings about things, whether asked to or not
3. (D) Frequently uses gestures, facial expressions, and voice intonation to emphasize points, OR
(I) Less likely to use gestures, facial expressions, and voice intonation to emphasize points
4. (D) More likely to make statements: “That’s the way it is!” or, “I feel . . .” OR
(I) More likely to ask questions or speak less assertively: “How does this fit?” or, “As I understand it . . .”
5. (I) More likely to wait for others to introduce him (or her) at social gatherings, OR
(D) More likely to introduce self at social gatherings
6. (I) Tends to remain involved with known situations, conditions, and relationships, OR
(D) Tends to seek new experiences, situations, and opportunities
7. (D) Likely to express own views more readily, OR

- (I) Likely to reserve the expression of own views
8. (I) Tends to react more slowly and deliberately, OR
(D) Tends to react more quickly and spontaneously
9. (I) Likely to respond to risk and change in a more cautious or predictable manner, OR
(D) Likely to respond to risk and change in a more dynamic or unpredictable manner

Total number circled: D's _____ I's _____
(Directness) (Indirectness)

Open or Guarded

Besides Direct to Indirect behaviors, we've also found that people tend to be either Open or Guarded—the other major dimension that describes our daily actions. Basically, Directness and Indirectness describe people's observable behavior—how others see and hear us behaving. The second behavioral scale explains the motivating goal behind these daily actions. Why we do the things we do in the way we do them. When combined, these two scales explain both the tendencies to reveal our thoughts and feelings plus the degree to which we tend to support other people's expressions of their thoughts and feelings.

Is the person more Open?

If he talks with his body, uses more vocal inflection, makes continual eye contact, and speaks in terms of feelings, then he's projecting more Open than Guarded behaviors. Other Open cues that show greater responsiveness include animated facial expressions, much hand and body movement, a flexible time perspective, and immediate non-verbal feedback. Open people also like to tell stories and anecdotes and make personal contact.

Open people are more open to responding to digressions than Guarded personalities are. They need to make conversation more enjoyable, so they look favorably upon straying from the subject to discuss personal experiences. As long as it's in the ballpark, they figure it's probably relevant. "That reminds me of the time Uncle Jed got stuck on the Garden State Freeway for five hours . . ." And exaggeration of details just adds interest by fully depicting their experiences.

Open types are also more negotiable about time. Their time perspective is organized around the needs of people first and tasks second, so they're more flexible about how others use their time than the Guarded types. "I'm sorry I'm late for work today, but my son was crying this morning because Jason broke his science project. So I had to write a note to the teacher and cheer him up before I dropped him off at school."

Of course, like any behavior that's overused, these same Open characteristics can also drive people up the wall if they get out of hand. For example, self-disclosure can be seen as neediness, digression as inattention, animation as melodrama, acquiescence as weakness, and friendliness as patronization. As with Direct to Indirect tendencies, too much of anything can become a liability.

Or Guarded?

If Open types seem more like open books, then Guarded ones tend to be more *poker faced*. Guarded individuals prefer to play their real cards closer to the vest— increasing the probability of getting the upper hand and decreasing the probability of appearing foolish. They usually like to keep their distance, both physically and mentally. They don't touch you and you don't touch them. People often say this about a Guarded person they know: "Once you get to know him, he's a really great guy." But you must become acquainted by breaking through that exterior shell that he erects. Consequently, Guarded people tend

to stand further away from you, even when shaking hands. They have a strong sense of personal space and territory, so make sure you don't take anything from their desks. At home they might set traps with a rug or a sofa cushion to see if someone used them when they weren't supposed to. You know—the tiny fold in the rug or the perfectly aligned pillow on the couch. "You sat on that couch today, didn't you? I asked you not to go in my room when I'm not there. I have proof that someone walked on that rug and sat on that couch."

Guarded people show little facial expression, use controlled or limited hand and body movement, and adhere to a more time-disciplined agenda. They push for facts and details, focus on the issues and tasks at hand, and keep their personal feelings private. They don't touch, and they tend to respond coolly if anyone touches them. Unlike their Open counterparts, they give little non-verbal feedback.

By contrast, Guarded types place higher priority on getting things done. They prefer working with things or through people—rather than with or for them. "I can't talk now, Frank. I have a two o'clock deadline to meet," or "I'll let you know when I have time to do that," are characteristic comments of this pattern.

Guarded people like structure, since they expect results within that structured environment. When negatively motivated, these types of individuals can be viewed as coercive, restrictive, or overbearing. They prefer to stick with the agenda, at least their own. As more naturally independent workers, they need to control the conditions around their tasks—either in terms of input and output (Directness) or the process itself (Indirectness). These more self-contained people make use of either key talent or key procedures to meet their goals. Thus, they view the planning and supervision processes as ways of reaching goals. The Direct individuals need to control people while the Indirect types need to control their environment.

Because time equals money to Guarded people, they're more disciplined about how other people use their time. In part, this explains their tendency not to show, discuss, or willingly listen to thoughts and feelings like Open people. Guarded people are more matter-of-fact, with more fixed expectations of people and situations. Just as facts place second for Open people, feelings take a back seat for Guarded people. You might say that Open people experience life by tuning in to the concerns or feeling states (of themselves and others) and then reacting to them. Guarded people focus on the points or ideas in question.

Guarded people like to know where a conversation is going. Idle, non-directed chitchat is not for them. If Open types stray from the subject, Guarded people find a way to bring them back on track. They usually need clarity before they move on to the next topic. If you get off the subject, they're likely to ask, "Can you sum that up for me?" or, "What is the key point you're trying to make?"

Because of their different priorities, Guarded types can perceive more Open ones as time wasting or wishy-washy. And Open people may view these Guarded people as cold, unsympathetic, or self-involved. As a result, misunderstandings can quickly grow out of proportion when we don't discern and respond to these types of differences. You may still wonder which is better—Open or Guarded behavior. And again, the answer is, "It depends." As with Directness and Indirectness, circumstances determine the appropriateness of any type of behavior. Our awareness of potential pitfalls for each personality pattern can save multitudes of problems for ourselves and others as well as for our workplace, social groups, and organizations.

Whereas Open people may feel any attention is better than no attention at all, Guarded people tend to be more selective about whom they associate with. They feel more comfortable retaining firm control over their emotions.

Ranges of behavior

Whether a person is more Open or Guarded, remember there are degrees of these characteristics that vary from individual to individual. When the chips are down, Open people tend to spare others' feelings at the expense of completing a task. Guarded people want to get things done, even though feelings may get hurt as part of the emotional cost of accomplishment. This does not necessarily mean that Open people do not believe in responsibly doing their work; it just means that people are a higher concern. Similarly, it does not mean Guarded people do not value other people. They simply think the best way to deal with people is by a more controlled style of behavior.

Survey of Open versus Guarded Behaviors

Follow the same guidelines for this set of nine questions as you did for the Direct and Indirect ones earlier in this chapter. Focus on the same person that you did previously.

Is the Person More Open or Guarded?

1. (S) More open to getting to know people better and establishing new relationships, OR
(C) Exerts more control over who he/she gets involved with, including how well you get to know them
2. (C) Focuses conversations on tasks, issues, business, or subject at hand, OR
(S) Allows conversations to take the direction of interest of the parties involved, even though this may stray from the business or subject at hand
3. (C) Tends to make decisions based on objectives, facts, or evidence, OR

Three: How Will You Know One When You Meet One?

- (S) Tends to make decisions based on feelings, experiences, or relationships
4. (C) More likely to expect and respond to conflicts, OR
- (S) Less likely to expect conflict and more motivated to personally deal with conflicts when they arise
5. (S) More likely to accept others' points of view (ideas, feelings, and concerns), OR
- (C) Less likely to accept other people's points of view (ideas, feelings, and concerns)
6. (C) Tends to focus mostly on the idea, concept, or outcome, OR
- (S) Tends to focus primarily on the interest level, persons involved, and process
7. (S) More open about own time involvement with others, OR
- (C) Less open about own time involvement with others
8. (C) Likely to stick with own agendas and concerns while tuning in to the power motives of others, OR
- (S) Likely to tune in to others' agendas and concerns while minimizing any conflict or disagreement
9. (C) Prefers to work independently or dictate the conditions as it involves others, OR
- (S) Prefers to work with and through others, providing support when possible

Total number circled: C's_____ S's_____
(Guarded) (Open)

To identify a person's behavioral style

Simply use the process of elimination. If the person is more Direct than Indirect, then you can eliminate the Steady Relater and Cautious Thinker types (the two Indirect styles). If the person is also more Open than Guarded, then eliminate the Dominant Director (the more Guarded type). Now you arrive at the remaining style, in this case, an Interacting Socializer.

Which type is this?

You have an appointment with a client whose secretary sets the time for exactly 10:10 a.m., not 10:00 or 10:30. After acknowledging you in the reception area with a fixed, polite smile, she gives several detailed instructions to her secretary. Gathering behavioral clues, you notice that she dresses impeccably. She again smiles politely at you and asks you to follow her into the office. She tells you where to sit, checks her watch, and actually says, "You have exactly 15 minutes. Go."

During your presentation, the client remains as expressionless as a statue in a museum. No emotion shows. She asks for highly specific facts, assesses your responses, and then extends the discussion in areas of interest to her. She invites you to stay longer and literally closes the sale herself after getting specific answers to her time, schedule, and cost questions.

There are many clues to help you determine the behavioral style of this client. First, look at her Direct versus Indirect behaviors. You can be fairly sure of placing her as Direct: She directs the conversation, confronts the issues head-on, controls both you and the situation (when to begin, where to sit, what to discuss), and closes the sale herself. That's Directness!

Next, look at her Open or Guarded tendencies. By nature of her time discipline, fact and task orientation, formality, and expressionless face, she is fairly easily to classify as Guarded.

When you put together the two aspects that determine behavioral style, you have a combined rating of high Directness/low Openness. These two classifications tell you that the client is a Dominant Director.

One more time

You conduct a seminar that begins at 8:30 a.m., following an 8:00 coffee and doughnut session. When you arrive at 7:45, the first participant is already seated in the room, pad and pencils neatly lying in front of her. She says nothing until you approach. Then she politely shakes hands. She is totally noncommittal. You ask a few questions and receive polite, short answers.

Around 8:15, with several other people in the room, a person stops hesitantly at the door and softly asks, "Excuse me. Is this the training seminar for salespeople?" When he hears, "yes," he breathes a sigh, walks in, takes a cup of coffee, and mentions how interesting he hopes the seminar will be, saying it really could be helpful in business and at home. He asks a few questions, listening intently to other's remarks. He expresses some concern for role-playing in front of a group.

At this moment, another participant strides in, loudly asking, "Hey, is this the sales seminar?" Upon hearing, "yes," this person dramatizes relief and asks where the coffee is, explaining that he can't function without caffeine. He has overheard the role-playing comments and leaps in on the conversation to say how he likes doing those things. He follows this with a tale of how he embarrassed himself in the last role-play session he attended.

Which style is the first person? The second? The last?

The first person's apparent disinterest in conversation and restrained gestures identify her as Indirect. This narrows the possible choices to either a Steady Relater or Cautious Thinker. She is also clearly in control of her emotions and the setting—Guarded, as opposed to Open. Another name for an Indirect/Guarded person is a Cautious Thinker.

The second participant speaks with a soft voice, requests clarification, and hesitates before starting the seminar. All these clues add up to an Indirect behavior pattern (Cautious Thinker or Steady Relater). He volunteers information about personal feelings and gives rapid feedback with his sigh and comments. These are Open characteristics. This person shows a Steady Relater style.

Participant number three demonstrates Directness through his speed of response, fast movements, and high quantity of conversation (Dominant Director or Interacting Socializer). He also shows Open behaviors by telling stories and responding quickly. These are traits of the Interacting Socializer.

How Will You Know a Dominant Director When You See One?

At the office

When entering Dominant Directors' offices, look around. The overall tone suggests authority and control. Their desks may be covered with projects and papers, stacked in neat piles. Both their in- and out-baskets typically bulge with busywork. They tend to surround themselves with trophies, awards, and other evidence of personal achievement. Virtually everything about the place suggests hustle, bustle, formality, and power. This type is the one that often favors a large chair behind a massive authority structure known as a *power desk*. Besides non-verbally announcing, "I'm important," the desk separates them from visitors, literally keeping them at a distance.

Notice the walls

The walls may include diplomas, commendations, and other evidence of success. One wall may have a large planning sheet or calendar on it . . . the better to juggle with, my dear. If Dominant Directors

have family photos, they may hang behind them or someplace where they don't readily see them. To this type, their offices are places of business and the fewer distractions they have, the better.

Hustle, bustle, and busywork

Dominant Directors like constant activity, so you'll seldom catch them idle. Between existing tasks, they pick up new ones. They perk up when competing and appear to thrive with a pressure cooker schedule. They often squeeze you onto their calendars and let you know that their time is limited, either by telling you outright or by showing you. Looking at a watch or clock, they frequently shift their gaze elsewhere, or make and take phone calls while you sit in their office.

They walk fast in pursuit of a tangible goal, so Dominant Directors may not notice people around them or may just hurriedly grunt something to acknowledge them. They often act both brisk and brusque without realizing it. When under stress, impatience emerges and they may push others aside to reach their goal—completing a report, getting served first, or running out the door to make an appointment. When pressure intensifies, Dominant Directors often rise to the occasion. Under time constraints, they may concede to impatience and rely on educated guesses, even their own hunches.

Power symbols

Dominant Directors tend to dress comfortably and typically pay less attention to their appearance than the other types. They may program themselves primarily for work results, so wardrobe tends to play a secondary role in most fields of work. They may be candidates for a timesaving personal shopper or tailor who can choose or measure outfits for them in the privacy of their own offices. Dominant Directors gravitate toward authority symbols, so they may wear navy blue or charcoal gray *power* suits.

Dominant Directors may like to let people know they've *made it* without having to tell anyone about it, so they often prefer possessions that emit success and authority messages—like a black or steel gray Mercedes or BMW. Someone once suggested they'd buy a tank, if they could.

Observable Characteristics of Dominant Directors

Verbal	Vocal	Visual
States more than asks	More vocal variety	Firm handshake
Talks more than listens	More forceful tone	Steady eye contact
Primarily verbal, not written, communication	Communicates readily	Gestures to emphasize points
Makes strong statements	High volume, fast speech	Displays impatience
Blunt and to the point	Challenging voice intonation	Fast moving body language

How Will You Know a Dominant Director by Phone?

When speaking on the phone to a Dominant Director, treat her the same way as in a person-to-person contact. Think of the ABC's: Keep it abridged, brief, and concise. Then we prepare our delivery with the bottom line in mind: "The trend in your industry is toward computer-generated graphics. The research we've conducted with other type-setters in your area indicates increased profits of 20 to 30% over two years. I'd like to meet with you for 10 minutes to show you the numbers and see if this concept interests you."

They waste no time

It's not unusual for a Dominant Director to call someone and, without saying hello, launch right into the conversation. "You've got to be kidding; the shipment from Hong Kong will kill us . . . by the way, this is Jack." When other people can't keep up with their speed, they may view them as incompetent.

On the telephone, determine whether the person sends power signals. Dominant Directors want to pick the time and place to meet. They often speak in a sort of shorthand—concisely and pointedly—and sound cool, confident, and demanding. When Dominant Director Dennis phones, he actually says: "Janice? Dennis. Tony there?" Talking to him is like speaking to a human telegram. He reduces the concept of *brief and to the point* to another dimension. As commanding speakers who tend not to listen to others, they naturally want to direct the conversation toward their goals. Under stress, they can become defensive and aggressive, attacking others personally to show who's in control. They dislike using *touchy-feely*, emotional terms and prefer sensible *thinking* terminology. "I think we'll implement this plan tomorrow," or, "I think this discussion is over."

Their letters are brief and to the point

A letter from a Dominant Director tends to be brief, forceful, and to the point. They may mention highlights of conversations or materials, but they don't belabor them. They may give specifics for your follow-through or raise questions they want answers to now. "The Mulvany account needs to be reworked. I hear he's got a new partner and a different address. Track him down and get the data we need so we can let him know that we've studied his account and we know our stuff."

Even notes and cards take on abbreviated forms and may show little or no indication of feelings. "Todd, hope you're doing well. I'm working hard . . ." We know more than one Dominant Director who

signs personal birthday and Christmas cards with no closing, not even *Sincerely*, but with just their names. Steady Relaters and Interacting Socializers gravitate more toward *Warmly*, *Fondly*, or *Cordially*. But Dominant Directors, perhaps in their efforts to get as many things accomplished as possible, tend to opt for brevity.

Pick a Dominant Director co-worker

Think of a co-worker who is a strong Dominant Director in the workplace. What characteristics does he or she exhibit that reveal those Dominant Director traits? How do you get along with this person? Why?

How Will You Know an Interacting Socializer When You See One?

At the office

When you enter the working area of an Interacting Socializer, look around his office. What does it look like? Even if you've never been to this type's office before, you may recognize it from across the room. Interacting Socializers may strew paperwork across their desks, sometimes trailing it along the floor, too. They react to visual stimuli, so they like to have everything where they can see it. Consequently, their desks often look cluttered and disorganized. If anyone comments, "How do you find anything?" they like to say that they're *organized in their disorganization*.

And the walls?

Interacting Socializer walls may sport prestigious awards. They may be broad, liberal arts degrees, motivational or upbeat slogans, generalized personal comments, or stimulating posters. You may see notes posted and taped all over the place with little apparent forethought, rhyme, or reason. Overall decor reflects an open, airy, lively atmosphere that often reveals the personality of its occupant. Likewise, the furniture arrangement tends to indicate warmth, openness, and contact. An Interacting Socializer sel-

dom sits behind a desk when he talks. He often opts for comfortable, accessible seating, enabling him to meet his goal of getting to know people better. He prefers to sit next to us at a table or on a couch so he can see and hear us better and get a feel for how we respond to him. He talks a lot and shows emotion with both his body language and speech.

Feelings take priority

Interacting Socializers have a natural preference for talking and listening in *feeling* terms. Unconsciously, they may become uncomfortable when talking to a person who, instead, uses *thinking* words. (The opposite also is true). Statements like, “I feel that we should have been consulted about moving our office,” or, “I feel good about what we’ve accomplished today,” tend to put this people-oriented type more at ease.

They like glitz and pizzazz!

The way Interacting Socializers dress often relates to their need for recognition. Since they like others to notice them, they may dress in the latest style. *Look at me* Socializers like bright colors and unusual clothes that prompt others to compliment them. Many Interacting Socializers even prefer negative comments to none at all. “Are you dressed for Halloween today, Rhonda?” At least she’s getting the attention she craves.

In an informal poll taken by Dr. Tony at his many seminars, red ranks number one with Interacting Socializers as their color choice for a sports car or convertible. They like glamour, flash, and excitement . . . and their purchases often express their preferences. Musical choices even include energizing songs like *Celebration*.

Observable Characteristics of Interacting Socializers

Verbal

Tells stories,
anecdotes

Vocal

Lots of inflection

Visual

Animated facial
expressions

Shares personal feelings	More pitch variation	Much hand/body movement
Informal speech	More variety in vocal quality	Contact oriented
Expresses opinions readily	Dramatic actions	Spontaneous
Flexible time	High volume perspective	
Digresses from conversation	Fast speech	

How Will You Know an Interacting Socializer by Phone?

“What’s up?” or “What’s happening?” are usual Interacting Socializer opening lines. They are sometimes so animated that their gestures can be transmitted via the phone lines. How? By their varied, emotional vocal inflections/intonations and their colorful choice of words that may tend toward exaggeration. “Really? That’s fantastic!” or, “You have to be kidding me!” The telephone can be a favorite toy that enables them to both prolong conversations and recharge themselves, especially when no one else is physically around. “I just called because I’m bored.” You may also detect background noise when you speak to individuals of this type. They sometimes put on the TV or radio just for the sound, visual stimulation, and activity.

On the phone, Interacting Socializers speak rapidly and emotionally. “I feel that if we go through with this plan, the community will resent us as anti-environmentalists,” or, “I feel that I’ve contributed enough to this organization over the years to allow me to talk about this.” Other styles may more naturally use *thinking* words, instead.

Say it with feeling

Typically, you'll notice a wide range of vocal inflection and intonation and a tendency to want to know your reaction. "Do you feel that way, too?" They liven up conversations with personal anecdotes and may keep you on the phone longer than you had anticipated. If you need to extricate yourself from an extended monologue, try something like, "Well, Don, it's been great talking with you. I'm really looking forward to our appointment on Monday!" If you say it with feeling, the Interacting Socializer may already eagerly anticipate your meeting.

By Letter?

Letters, too, can reveal the Interacting Socializer behind the correspondence. Often, this type overuses exclamation points, underlining, and bold highlighting. You can almost hear her emphasizing those picturesque adjectives and adverbs. Just as the Interacting Socializer tends to speak in a stimulating, energetic way, so does she write. She may also throw in an image-provoking personal anecdote or reference to some mutually satisfying experience. "I'll never forget our adventure on the freeway en route to Los Angeles—in rush hour, of course!" When she's finished a letter or note, she may add a postscript (P.S.), a P.P.S., or even a P.P.P.S.

Caution: Again, these tendencies may not as readily reveal themselves if the Interacting Socializer has learned to tone down her natural flair while conducting business. And there's always a possibility that the secretary *cleans up* her copy before typing it out, especially if she is a more exacting, less animated behavioral type.

How Will You Know a Steady Relater

When You See One?

Office memorabilia

When you enter a Steady Relater's office, be alert for conservatively framed personal slogans, group photos, serene landscapes and

posters, and other personal items. Since they seek close relationships, also look around for telltale family pictures and mementos, usually turned so they can view them from their desk chair. They often favor nostalgic memories of stabilizing experiences and relationships in our increasingly high tech world. These remembrances of a pleasant, uncomplicated past allow them to transform their offices into an environment of friendly, warm ambience. They prefer to arrange seating in a side-by-side, more congenial, cooperative manner. No big power desks for them! If they do have one, though, they'll typically come out from behind it to *reach out* by opting for a more personal touch.

Service certificates

Their educational background often includes more specialized areas of attention and interest within their professions. You may also see certificates recognizing volunteer hours for various hands-on activities in their community. While other behavioral types may contribute in other ways—such as gifts of money—Steady Relaters typically enjoy giving their time for causes they feel strongly about. Besides the possibility of meeting more potential friends, this also helps satisfy their need to see for themselves: (1) what's really going on, (2) where they fit into the group effort, and (3) how they can get meaningful, concrete results.

Steady Relaters are natural listeners

You can recognize Steady Relaters by their natural listening patterns and slower, lower-key delivery. Their questions often focus on concrete topics and experiences. “What did you say the terms for payment were again?” They walk casually; acknowledging others and sometimes getting sidetracked by chance encounters.

Nothing too loud for them

Steady Relaters dislike calling attention to themselves, so they tend to wear subdued colors and conservatively cut clothing, favoring conventional styles that don't stand out too much. Their cars also reveal these preferences. They often like beige or light blue vans, factory recommended tires, and in the best of all worlds—no horn. To Steady Relaters, using a horn is like yelling at somebody. Steady Relaters often tell us they like mellow, soothing, easy listening music.

Observable Characteristics of Steady Relaters

Verbal	Vocal	Visual
Ask more than State	Steady, even- tempered delivery	Intermittent eye contact
Listen more than talk	Less forceful tone of expression	Gentle handshake
Reserve opinions	Lower, quieter volume	Exhibit patience
Less verbal communication	Slower rate of speech	Slower moving body language

How Will You Know a Steady Relater by Phone?

“How are you?” or “I’m glad to hear from you again,” are typical Steady Relater greetings. Like those telephone company TV commercials, their warmth can seem to transcend the limitations of the phone lines. Although they prefer more personal interactions with people, they will also settle for indirect contact—especially if the person is pleasant and non-threatening. They project this people orientation by

phone and like to build a personal, first name relationship with callers. Even if they don't know you, they may say, "You don't have to be formal. Just call me Alice." They may project a desire to know you personally or provide you with good service.

They communicate with steady, even vocal intonations to convey friendliness, comfort, and a sense of relaxation. Steady Relaters tend to be naturals at listening to others' ideas and feelings, whether on the phone or in person. They tend to be interested in the blow-by-blow, point-by-point description of what you did yesterday or the sequential pattern of how to complete a certain task. You're probably talking to a Steady Relater if you notice slower than average speech patterns, more moments of listening than of speaking, and references to actual, real-life experiences regarding either products or mutual acquaintances.

"I'll look it up for you"

Steady Relaters tend to express themselves in a rather tentative manner in both their face-to-face and telephone conversations. "I'll need to consult Mrs. Adams before I can make that decision," or, "I'm not sure we can do that, but I'll get back to you as soon as I find out." As in other aspects of their lives, they often defer to the more human, proven way things have always been done. They typically feel more comfortable making decisions based on conferring with others rather than by themselves. "What do you think?" and "How do you feel?" and "What do you recommend?" are all common questions this type may ask.

When They Think About Someone, They May Drop a Line

In their written correspondence, Steady Relaters may send letters just to keep in touch or to let you know they're thinking of you. Of the four personality types, this one is likely to send thank you notes for almost anything—inviting them to a party, driving them to the dry

cleaners, or saving coupons for them. They may even send a thank you note to acknowledge your thank you note. Again, they are likely to organize their letters, writing as they do their other *to do* task lists—probably in sequential *in-out* order. Since they tend to write in a slower, more methodically paced manner, their work tends to follow a systematic outline pattern.

Visualize a Steady Relater friend

Picture a friend of yours who best typifies the Steady Relater. What does he or she do that fits the type? How do you tend to interact with him or her?

How Will You Know a Cautious Thinker When You See One?

At the office

Cautious Thinkers often carry their organizational tendencies into their work environments. Environmental clues include neat, highly organized desks with cleared tops so they can work unimpeded by clutter—clean, shipshape, and professional with everything in the appropriate place. Charts, graphs, exhibits, models, credentials, and job-related pictures are often placed neatly on their office walls or shelves. Cautious Thinkers favor a functional decor that will enable them to work more efficiently. They tend to keep most objects within reach, readily available when needed. Where appropriate, you may notice state-of-the-art technology to further enhance efficiency.

Cautious Thinkers ask pertinent questions

People of few words, Cautious Thinkers tend to ask pertinent questions instead of making statements. They typically speak more care-

fully and with less expression than the other types. Reluctant to reveal personal feelings, they often use *thinking* words (like the Dominant Director), as opposed to *feeling* words. “From what I’ve read, I think Product X may be better for our situation than Product Y because of its superior filtration system,” or, “I think that Jones is overreacting in this matter.”

Formality is more comfortable

Cautious Thinkers are non-contact people who prefer the formality of distance. This preference is reflected in the functional, but uninviting arrangement of their desks and chairs, usually with the desks physically separating you and them. They generally are not fond of huggers and touchers, and prefer a cool handshake or a brief phone call. When Cautious Thinkers walk, they usually move slowly and methodically toward a known destination.

Noticeably understated

Cautious Thinkers tend to wear more conservative clothes, but with unique, often perfectly matched accessories. While the Interacting Socializer may draw attention to himself with glitz and glitter, Cautious Thinkers usually prefer a more understated, faultlessly groomed look with nary a hair out of place. But their taste may differ from the people around them.

They like expressions of individuality and creativity, but within guidelines. For some reason, male Cautious Thinkers with beards seem to prefer short, well-manicured ones. If they smoke, they often prefer pipes—perhaps, someone noted, this is because taking a puff from a pipe gives them more time to think before they answer. Since they may prefer exploring life’s complexities, they may enjoy the intricacies of a specific kind of music or individual musical piece, whether jazz, classical, rock,

etc. You may spot them driving well-built, practical cars that perform well, often in more conservative, understated, but less common colors.

Observable Characteristics of Cautious Thinkers

Verbal	Vocal	Visual
Fact and task-oriented	Little inflection	Few facial expressions
Limited sharing of feelings	Few pitch variations	Non-contact oriented
More formal	Less variety in and proper	Few gestures vocal quality
Focused conversation	Steady, mono-tone delivery	Slower moving
Less verbal, more written	Lower volume, slower speech communication	

How Will You Know a Cautious Thinker by Phone?

“Good afternoon, Mr. Lomis. This is Jonathan Williams. You asked me to call back Monday morning.” Formal greetings are one tip-off that you may be dealing with a Cautious Thinker. Time-conscious individuals of this type often get to a task just when they say they will. Monday morning it is! In this example, the Cautious Thinker also calls himself Jonathan, not Jon. We’ve noticed that many people in this category call themselves by their given names, not by nicknames. It’s Elizabeth, Rebecca, Donald, and Peter, not Beth, Becka, Don, or Pete. Of course, there are exceptions. Actually, Jon may prove to be an effec-

tive and logical alternative for some Cautious Thinkers, but this type seems less likely to tolerate what they perceive as cute nicknames for themselves, such as Johnny, Ricky, Cindy, or Becky.

“May I speak with Mr. Holmes or Spock from Star Trek?”

They prefer brief, to-the-point telephone calls. Although they may not tell you, call them Mister or Ms. or Doctor or whatever their titles happen to be. Cautious Thinkers sometimes view jumping into a first-name basis as invasion of privacy, so they deal with others on a more formal basis. If you think you’re talking to Sherlock Holmes or Spock, chances are you’ve contacted a Cautious Thinker. They typically retain their ground in stressful situations when they can maintain their position with concrete facts or reverse-control questions. They do this quietly and independently, by first avoiding others. Then they take on the problem in an orderly way that is aligned with their own plan.

“Need to know” basis

They’re inclined to talk in rather structured, careful speech patterns, almost weighing their words as they say them. They tend to ask pertinent questions and talk in a quiet, observant, cautious way. Additionally, they may not volunteer much about their personal selves beyond the equivalent of name, rank, and serial number. “Yes, I’m married with two children. We live in New York.” They prefer to keep the relationship formal, yet pleasant and businesslike. Less can be more to a Cautious Thinker—less conversation, self-disclosure, and verbal communication equals more comfort zone. So we must learn to hear between the lines: Longer than average silences, especially when we ask them more private questions, may signal annoyance or reluctance. When this occurs, ask, “Am I getting too per-

sonal?” or “If I’m asking uncomfortable questions, how could you let me know so I don’t make a problem for either of us?” They may relax more if they think they have an out.

Careful and correct

Like Steady Relaters, Cautious Thinkers tend to express themselves in a rather tentative manner. “I’ll check on that and let you know tomorrow.” Or they may want to provide you with information so you can form your own conclusions. “I have a copy of the Governor’s report in my files. If I send it to you, perhaps you can find what you’re looking for.” Both these approaches satisfy Cautious Thinkers’ need for caution and correctness. They simply may not want to get misquoted or, possibly, involved in the first place.

How Will You Know a Cautious Thinker by Letter?

Cautious Thinkers typically send letters to clarify or explain positions. Consequently, these letters may become rather long and filled with data. “I was struck by the similarities between the Noonan and Kilgary lawsuits.” But they may also be somewhat reserved or vague. “I’m researching a company’s file now that I literally can’t talk about.” Or the letter may be on the short side with enclosures, citations, or references to specific information. Whether they prefer the long or short form, they usually concentrate on processing data. They like to cover their bases so they are neither misinterpreted, incomplete, nor incorrect.

Like Dominant Directors, in the interest of time, they may sign personal cards with just their names or with individual mottos, like “In the spirit of growth, Jonathan Williams.” Even if you know them well, this type may include their surnames so there’s no mistaking who sent this card.

If the shoe fits

The dimensions that determine type—Direct/Indirect and Guarded/Open—have their own innate strengths and weaknesses. In fact, the strengths are closely allied to the weaknesses—the strengths taken to an extreme. The Direct-Guarded type can become overbearing when he pushes persistence too hard. Similarly, the Direct-Open type may turn manipulative; the Indirect-Open type, wishy-washy; or the Indirect-Guarded type, unreachable. These and other positive or negative characteristics shade the actions of all four types. Individuals representing all four may have the same assignment, but use different approaches. If a monthly report is due, one type may keep a day-by-day journal (Indirect-Guarded), another may delegate the work (Direct-Guarded), another may prefer completing it with a co-worker (Indirect-Open), and yet another may prefer to pull an *all-nighter* to complete it at the last minute (Direct-Open).

By now, you know how to recognize the four core types by observing environmental clues and external behaviors. The four combinations we've just discussed—Direct/Guarded, or Dominant Director; Direct/Open, or Interacting Socializer; Indirect/Open, or Steady Relater; and Indirect/Guarded, or Cautious Thinker—all behave differently from each other in various situations. Whether at home, work, a social activity, or in a romantic encounter, they all naturally act true to their own type. It's their attempts to fill their type's needs and expectations. By acting themselves, they show their true core behavioral colors.

In the next chapter, *Adaptability*, you'll read about getting along with all the behavioral types in their natural, and less natural, life environments. You'll learn how to have more productive relationships with people of all types.

DISTINIGUISHING CHARACTERISTICS OF THE FOUR STYLES

STEADY RELATER	CAUTIOUS THINKER	DOMINANT DIRECTOR	INTERACTING SOCIALIZER
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1) BEHAVIOR PATTERN

Indirect/Open	Indirect/Guarded	Direct/Guarded	Direct/Open
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2) PACE

Slower/Relaxed	Slower/Systematic	Faster/Decisive	Faster/Spontaneous
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3) PRIORITY

The Relationship/ Communication	The Task/ Process	The Task/ Results	The Relationship/ Interaction
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4) FEARS

Sudden changes, Instability	Personal criticism of their work efforts	Being taken advantage of	Loss of social recognition
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5) GAINS SECURITY THROUGH

Friendship, Cooperation	Preparation, Thoroughness	Control, Leadership	Playfulness, Other's approval
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6) MEASURES PERSONAL WORTH BY

Compatibility with others, Depth of contribution	Precision, Accuracy, Quality or results	Impact of results, Track record	Acknowledgment, Applause, Compliments
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7) INTERNAL MOTIVATOR

The "Participation"	The "Process"	The "Win"	The "Show"
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8) APPEARANCE

Casual, Conforming	Formal, Conservative	Businesslike, Functional	Fashionable, Stylish
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DAILY EXAMPLES OF THE FOUR STYLES

STEADY RELATER	CAUTIOUS THINKER	DOMINANT DIRECTOR	INTERACTING SOCIALIZER
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1) SEEKS

Acceptance	Accuracy	Control	Recognition
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2) STRENGTHS

Listening	Planning	Administration	Persuading
Teamwork	Systematizing	Leadership	Enthusiastic
Follow-through	Orchestration	Pioneering	Entertaining

3) WEAKNESSES (GROWTH AREAS)

Oversensitive	Perfectionist	Impatient	Inattentive to detail
Slow to begin action	Critical	Insensitive to others	Short attention span
Lacks global perspective	Unresponsive	Poor listener	Low follow-through

4) IRRITATIONS

Insensitivity	Disorganization	Inefficiency	Routines
Impatience	Impropriety	Indecision	Complexity

5) UNDER STRESS

Submissive	Withdrawn	Dictatorial	Sarcastic
Indecisive	Headstrong	Critical	Superficial

6) DECISION MAKING ATTERN

Conferring	Deliberate	Decisive	Spontaneous
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7) OCCUPATIONS

Family doctor	Engineer	Executive	Sales
Social services	Researcher	Military leader	Public relations
Teacher	Artist	Newspaper editor	Actor

Chapter 4

Creating Personal Power Through Behavioral Adaptability

What is it?

Behavioral adaptability is the key to success with the different types. With adaptability, we can treat the other person the way he wants to be treated. We define it as the willingness and ability to engage in a range of behaviors not necessarily characteristic of your style in response to effectively dealing with the requirements of a situation or relationship. Behavioral adaptability is something applied more to yourself (to your patterns, attitudes, and habits) than to others. It involves making strategic adjustments to your methods of communicating and behaving, based on the particular needs of the relationship at a particular time. Adaptable people try to meet the expectations of others by practicing tact. They make the choice to go beyond their own comfort zone so others feel more comfortable—especially with the derived results.

What adaptability isn't

Adaptability does not mean imitation of the other person's behavioral style. It does mean adjusting your Openness and Directness in line with

the other person's preference. At the same time, it means maintaining your own identity and good sense. You modify your spots.

So does that mean that Cautious Thinkers prefer the company of Cautious Thinkers and that the other types prefer people who share their type? Yes and no. Two clichés apply. *Birds of a feather flock together*, and *Opposites attract*. Dominant Directors may personally admire other Dominant Directors like themselves for their accomplishments and success rates, but prefer to be more guarded with them at work in order to maintain their own power and authority.

Cautious Thinkers may appreciate Interacting Socializers for their joy of life, but steer clear of them at work because of their imprecision. Interacting Socializers may enjoy Cautious Thinkers for their command of matters of interest to them, but may stay aloof at work because of the Cautious Thinkers' desired perfectionism. Steady Relaters and Dominant Directors may also admire each other's qualities or feel alienated by them. So what's a person to do?

Remember that the willingness to try behaviors not necessarily characteristic of your type is called *behavioral adaptability*. It is not the same as your behavioral type. No members of any type corner the market on adaptability. No style is *naturally* more adaptable than another. In other words, Steady Relaters as a group are no more adaptable than Interacting Socializers, Dominant Directors, or Cautious Thinkers (and vice versa).

Your adaptability level affects the way other people perceive you. Raise your adaptability and you'll discover trust and credibility go up; lower it, and they go down. Behavioral adaptability means adjusting your behavior to allow others to be more at ease, encouraged, and successful in your relationship.

Which style is most adaptable?

No one style is naturally more adaptable than another. For a given situation, the strategic adjustments each behavioral style makes will vary. The decision to employ specific techniques of behavioral adaptability is made on a case-by-case basis. You can choose to be adaptable with one person and not with another. You can also choose to be quite adaptable with one person today and less with that same person tomorrow. Behavioral adaptability concerns the way you manage your own communication and behaviors. It also involves how you manage the requirements that exist for a task or situation—whether other people are involved or not.

For example, when an Interacting Socializer works with a Cautious Thinker on a common task, one of the ways she can practice behavioral adaptability is by talking less, listening more, and focusing on the critical facts. Behavioral adaptability means adjusting your own behavior to make other people feel more at ease with you and the situation. You practice adaptability every time you slow down for a Cautious Thinker or Steady Relater—or when you move a bit faster for an Interacting Socializer or a Dominant Director. Adaptability occurs when the Dominant Director or the Cautious Thinker takes the time to listen to a human interest or family story told by an Interacting Socializer or a Steady Relater.

The Adaptability Recipe

Adaptability is a phenomenon that has many characteristics. In fact, formal research studies in which we have been involved have identified at least 10 such attributes of people who are highly adaptable and 10 characteristics of those who have lower adaptability—a total of 20 traits in all. Of course, no person is likely to be either totally adaptable or non-adaptable. Instead, each of us possesses:

- different general, overall levels of adaptability ranging from higher (more characteristic) to lower (less characteristic)
- personal differences in various situations regarding our level of the two basic ingredients of adaptability—flexibility and versatility
- specific key strengths and possible growth areas in the 20 behaviors which make up your overall level of development in adaptability potential

The 10 behaviors which define the person with high adaptability potential are different from behavioral type, so anybody can choose to enter the higher range characteristics of a more enlightened, functionally mature human being. Unfortunately, the 10 at the lower end represent the darker side more characteristic of lower order animals and species. But you (and every other individual) have the personal power to increase your level of adaptability if you are willing to learn the abilities to get there.

The high and low adapters

The research conducted on flexibility has shown you view yourself as both more flexible and versatile than you actually are. In part, this is because you aspire toward who and what you want to be. As a result, your view of yourself includes both how you intend to act and how you actually do act. However, the reality of how you act is based only on the second element.

Another factor that explains this gap in our idealized versus actual level of adaptability is that it's not easy. If you're like most people, you may not be aware of all 10 behaviors that allow you to achieve your potential, let alone have already developed them as personal strengths. Similarly, you may not have thought about the 10 others that undermine your potential strengths. Here are all 20, broken

down into 10 flexibility strengths and weaknesses and 10 versatility plus and minus points.

Higher flexibility is characterized by these personal attitudes:

- confidence—the attitude of belief in one's self, trusting your own judgment and resourcefulness
- tolerance—open-minded state of acceptance; willingness to defer judgment on the basis of limited time or information
- empathy—sensitivity to another's point of view; caring approach towards others (without being overwhelmed or manipulated by people)
- positiveness—maintaining a state of positive expectations about people and situations, including a positive state of energy in your thoughts and emotional patterns
- respect for others—desire to understand, accept, and consider mutual and separate interests, choices, and commitments

Lower flexibility is characterized by these personal attitudes:

- rigidity
- competition with others
- discontent
- being unapproachable
- difficulty in dealing with ambiguity

Just think of the more successful individuals you have admired, both personally and from afar, and you'll probably notice your list is full of people with high flexibility strengths. Those with lower flexibility characteristics seldom seem to make the cut.

Now, for the other half of this adaptability formula—versatility. Our research indicates people have a more clear-cut understanding, and generally a higher developed level, of flexibility than versatility. Versatility, instead, involves a set of personal aptitudes which are distinctly different from merely being willing to adapt. Many people are willing to modify their behaviors, but simply lack the required set of abilities. Versatility is a complex set of mental and emotional abilities that we acquire over time through a variety of sources. These include formal education, daily life experiences, and observations of others who demonstrate these same behaviors.

The good news is that versatility can be learned. People aren't born either high or low in versatility. But more versatile people tend to approach every situation in each day of their lives as new opportunities for learning and growing. And, of course, others make a personal decision to opt for the lower road—getting the consequences that go along with the easier way of doing things in life.

Higher versatility is characterized by these personal aptitudes:

- resilience—learning how to cope in spite of setbacks, barriers, or limited resources
- vision—foresight, creativity, and imagination
- attentiveness—being mindful and aware of stimuli in the environment; reality-focused
- competence—capability of managing required tasks and being knowledgeable about required subjects and people; including uses and updates of appropriate abilities
- self-correction—able to initiate and evaluate by oneself, seeking feedback as appropriate, characterized by a problem-solving mind set/approach to matters

Lower versatility is characterized by these personal aptitudes:

- subjectiveness
- bluntness
- resistance
- single-mindedness
- unreasonable risk-taking

Flexibility

The flexibility dimension of adaptability is the half that involves your personal attitudes toward yourself, others, and the situations you face. It indicates your degree of willingness to change your perspective and/or position, when appropriate. Examples follow of a lower and higher level of adaptability in a person, and the way each one is likely to respond.

Here's a brief summary of some of these key differences between such people:

Higher flexibility attitudes indicate . . .

- a higher level of security and sense of personal worth or well-being
- an open-minded, searching attitude in dealing with people and situations
- positive expectations about your own goals and desired results, and those of others

Lower flexibility attitudes indicate . . .

- a tendency to be reactive to people, conditions, or events—often responding out of fear or anxiety

- predetermined views, conclusions, or patterns of behavior which are non-negotiable
- a tendency to be negative about what may occur, especially if points of view or opinions change

As you review the following statements, you can see the differences in higher versus lower flexibility.

Lower personal flexibility

“What do you expect of me? That’s just the way I am. It’s me . . . my type of person or style I’m stuck with . . . so I can’t do anything about it.”

Higher personal flexibility

“Well, one thing I’ve learned is that each of us can be our own worst enemy in our own unique way. That’s the real benefit I’ve gained from this *type* kind of behavioral style idea. Now, I realize my more natural strengths, preferences and short suits. As a result, I’ve made conscious efforts to monitor these to make sure they stay in the positive range while also learning how I can become better by modifying myself, at times.”

Lower personal flexibility

“Look, each of us has our own cross to bear in terms of other people. I can’t be expected to get along with everyone. There are such things as personality conflicts and that’s all there is to it. So I try to seek those people I get along with and stay away from all those other types that pose problems for me—and themselves, too.”

Higher personal flexibility

“Obviously, since no two people are identical and there are few Prince Charming/Cinderella matches in the real world, each of us has to work at our relationships if we want them to be mutually satisfying. This

means I have to be willing to accept every person as worthwhile, regardless of their style or values. The key is being willing to understand as well as accept them as people I want to get along with. When I do, I've found that things usually work out quite well; and when I don't, then it usually doesn't. The choice and the consequences belong to me."

Lower personal flexibility

"Look, I'm just your average, hard-working kind of person. I mean, I'm good at handling some types of situations, and not so successful with others. But I've learned to accept this fact. After all, nobody's perfect. So I just don't deal with those situations that pose problems for me. Instead, I either avoid them or try to get someone else to handle them. After all, why should I get all bent out of shape about these?"

Higher personal flexibility

"I consider myself a lot more effective as a person—both at work and in my personal life—because I've learned how to adjust my own preferred style of doing things when it gets in the way of the kinds of results I want to achieve. This has been a real breakthrough for me and has given me a much greater sense of confidence in my ability to deal with situations that arise."

Versatility

By comparison with flexible individuals, highly versatile people demonstrate a set of distinctive abilities in realistically and productively managing a variety of situations. This includes the stresses that accompany this higher activity level. In addition, their actions are clearly goal oriented, serving a meaningful purpose in their own personal aspirations, their relationships with others, and the desirable outcomes of situations. They also exhibit appropriate problem-solving actions that match the requirements that exist in dealing with a broad range of different situations.

Lower versatility is characterized by a tendency to be responsive only to one's personal preferences or expectations, discounting the reality of other factors that require consideration. As a result, these people tend to be more one-dimensional in their behavior. If they are Open and Direct, for instance, they have difficulty demonstrating other behaviors, even when different actions are more appropriate in a specific situation. Additionally, while they tend to be very adept at finding problems and passing them off to other people, they lack the same skillfulness when it comes to contributing to the solution of such problems.

Higher versatility individuals

Employee: "One of the things I really like about my job is that every day is different. I'm always learning something new and have the opportunity to respond to many types of situations where I can use my talents as well as develop other ones. In fact, our company gives us the chance to take a variety of training programs—both in-house and through continuing education programs—and they reimburse us for part of the cost. I'm always on the lookout for ones that fill in the gaps for my job and areas where I'd like to get better."

Homemaker: "I used to work before I had children, but now I really enjoy being at home. There are a wide variety of tasks and challenges I face in the job my husband calls chief executive officer of our home. We have three children, and as you might guess, each of them is quite different. My husband is, too. That significantly impacts the way I organize schedules, and respond to the many little stresses each one faces, from their own point of view. I also keep an eye on the bigger picture involving where we were, are, and want to go individually and as a family. That's sure a full-time job, requiring a lot of different skills to understand and manage the range of situations which arise."

Lower versatility individuals

Teenager: “I hate school. It’s always the same old thing, day after day and year after year. About the only really good thing about it is I get a chance to meet a lot of people and get invited to a lot of great parties and things. In that way it’s a lot better than just sitting around. But I don’t really see how a lot of the stuff they try to teach us is really going to apply to what I do. After all, I have a part-time job at a local store and I don’t really need hardly anything they teach me to get the things done that they expect of me. So, what’s the point?”

Manager: “You know, one of the problems with people nowadays is that they expect a lot more than people did in the good old days. Back then, people just came to work and did what they were told. Even customers were satisfied with what they got as long as it worked and the price was fair. But now the whole world seems to have turned upside down. As a manager, I’ve got to also deal with a lot of other things that I didn’t before. One of the most difficult is knowing how to deal with all of these different expectations which have dramatically changed the nature of the business we’re in and how I have to do my job—handling all these people and their concerns. I just do the best I can at this point and try not to make too many waves, but it’s confusing. I can’t say I’m real clear as to what’s expected of me nowadays, let alone how to do these things.”

These comparisons indicate that you do not have to be a prisoner of your own behavioral tendencies and patterns. Instead, by increasing your personal flexibility and versatility, you can gain personal success and effectiveness by managing yourself, your relationships, and the situations you encounter. You are in charge of whether you choose to be a person with higher or lower flexibility and versatility.

Everyone can become more adaptable

So the good news is you can, in fact, become more adaptable. The accompanying bad news is that it doesn't happen overnight, by wishing for it, or without occasional regressions back to the old behaviors you felt more comfortable with. Since adaptability involves learning techniques of mind over matter, you can speed up the process and increase your probability for success by focusing once again on the matter of who you are. Coming full circle, this means dealing with who you are. It also means personally committing to work toward overcoming these easier, more natural behaviors you will occasionally slip back into. After all, you've done them thousands of times more than these newer, competing behaviors.

Just as you consult a map when you swerve off course, you can remind yourself to stay on the road to adaptability when you fall back into your old habits. The *Road Map to Personal Adaptability* will help you increase your own flexibility and versatility. You can also use it to coach and assist your friends, family, co-workers, and others through the same learning process. Again, this process begins with who you are. From there, you can work on either those appropriate attitude changes or aptitude changes to develop the potentials related to your own unique behavioral tendencies.

Here's how to use your own road map. First identify your strongest behavioral tendency ("D", "I", "S", or "C"). Select just one goal—either flexibility or versatility—not both at once. Then look across the appropriate row and under the corresponding column to find what you can do to further develop yourself.

Since we don't behave in a vacuum, these general self-adaptations can obviously be further refined for greater success when used more selectively with some types of individuals, and less so with others. Here, then, is a brief *to do* list for ready reference use in deciding what

specific types of adaptations are more appropriate when you are interacting with each of the four types of different individuals.

These four basic development action strategies for increasing flexibility and versatility are a good starting point for increasing your own effectiveness. But based on the natural human condition, they tend to be ongoing challenges. Therefore, a second approach that complements this lifelong road map focuses on one of the many adaptability strengths noted above.

To see how this might work, picture some well-known characters who are generally agreed to be lower in either flexibility or versatility. The classic TV character Archie Bunker is a great example of low flexibility. As we review the prior list of higher flexibility strengths, notice how Archie could improve his relationships and his management of situations if he chose to work at developing four of the five strengths mentioned: tolerance, respect for others, empathy, and being more positive.

Action Plan ...

Steady Relaters

Cultivate a casual, easy going, personable, one-on-one relationship.
Treat them with warmth and sensitivity.

Cautious Thinkers

Use an orderly, logical, accurate approach which zeroes in on the process and procedures. Give them well thought-out, accurate documentation.

Dominant Directors

Get right to the point and decisively without getting bogged down in minute details. Operate with conviction, know what you're doing, and don't try to bluff.

Interacting Socializers

Show your energy and liveliness while focusing on the give-and-take interaction. Make your encounter fun, upbeat and enjoyable!

Creating Personal Power Through Increased Adaptability

A wise person once commented, “A little knowledge can be a dangerous thing.” In the field of formal education, this quote is sometimes called the sophomore syndrome. That is, as people begin to learn about a new topic, they tend to jump to oversimplified and incomplete conclusions. When that happens, they are often less successful than is possible. But with continuing effort, thought, and increased study, they eventually graduate to a higher level of excellence. In terms of adaptability, this means it is essential for us to understand the following principles:

1. Adaptability is not a goal in and of itself, but a means to the end of increased personal effectiveness and success.
2. A key to effectiveness is to realize what level and type of adaptability component(s) are the critical factors in achieving a targeted goal.

Examples:

“The key to getting this sale is to be a lot more flexible than I am naturally with this type of strong-willed person.”

“If I don’t lower my already high tendency to be overly flexible and accommodating, I’m likely to continue giving away the store. Conditions have changed and I can’t afford to do that any longer because it conflicts with the results I’m looking for.”

3. Being adaptable also means assessing the other available resources that can allow you to get your desired outcomes by acting smarter.

Example:

While you have developed the competencies required to successfully complete a known task, you work with three other people who also possess these same talents. But they don't have the same pressing, competing priorities facing them as you. So in this case, adaptability also includes having the vision and self-corrective aptitudes to seek one or more available resources to help you appropriately manage your adaptability. Isn't that better than trying to be superhuman and doing it all yourself?

Adaptability, then, is important because it directly relates to your degree of achieved success in a wide variety of life's opportunities. These range from relationships with other people, to coping with changing conditions around you, to managing different types of situations.

Extreme behavior can raise others' tensions

At times people may perceive extreme adaptability as acting wishy-washy, sashaying back and forth across the fence line, or acting two-faced. Additionally, a person who maintains high adaptability in all situations may not be able to avoid personal stress and ultimate inefficiency. This was suggested previously by the superperson myth of doing it all yourself. There is also the danger of developing tension from the stress of behaving in a foreign manner with others. This is usually temporary and may in fact be worth it if you gain rapport with the other person.

The other extreme of the continuum is no behavioral adaptability. This causes people to view someone as rigid and uncompromising. He insists on behaving at his own pace and priority.

Adaptability is important to successful relationships of all kinds. People often adopt at least a partially different role in their professional lives than they do in their social and personal lives. This is to successfully manage the professional requirements of their jobs.

Interestingly, many people tend to be more adaptable at work with people they know less and less adaptable at home with people they know better. Why? People generally want to create a good impression at work, but at home may relax and act themselves to the point of unintentionally stepping on other family members' toes. Not an attractive family portrait, but often an accurate one.

We can gain a better understanding of how adaptability impacts the effective management of situations by looking at its application to a variety of professions and their related role or job requirements. This process is essentially the same one that is used by major selection, recruiting, and career development consulting firms around the world.

A sales job which involves a single, simple product line is most likely to require high flexibility, but may not require much versatility. Another sales job involving multiple products that are complex and changing usually requires both high flexibility and high versatility. Contrast this with the position of nuclear researcher that requires very high versatility, but much lower flexibility. This lower flexibility actually protects this person and others from being open to trying possibilities that may literally blow up in their faces. Finally, picture the job requirements of a single working parent of two teenagers. Here again, versatility is the key ingredient in managing the myriad of competing expectations and demands. Of course, a moderate level of flexibility allows the lid to stay on so peace and order prevail and the children don't end up parenting the adult!

Adaptability works

Effectively adaptable people meet the key expectations of others in specific situations—whether it's in personal or business relationships. Through attention and practice, you can achieve a balance of strategically managing your adaptability by recognizing when a modest com-

promise is appropriate. You'll also understand when it's necessary to adapt to the other person's behavioral style.

Practice managing relationships in a way that allows everyone to win. Be tactful, reasonable, understanding, non-judgmental, and comfortable to talk to. This results in a moderate position between the two extremes. You're able to better meet the needs of the other person as well as your own. Adapt your pace and priority. Work at relationships so everybody wins at work, with friends, on dates, and with family.

So self-knowledge of how Direct/Indirect and Open/ Guarded you are provides help in better dealing with yourself and others. Just as you discovered your own unique behavioral type and the characteristics that go along with it, you'll learn to identify others' key strengths and weaknesses. Recognizing *sterling traits* and potential pitfalls of diverse people means you can better understand their behaviors and relate more effectively with them.

When you try to accommodate the other person's expectations and tendencies, you automatically decrease tension and increase trust. Adaptability enables you to interact more productively with difficult people, helps you in strained situations, and assists you in establishing rapport and credibility. It can make the difference between a productive or an ineffective interpersonal relationship. And your adaptability level also influences how others judge their relationships with you. Raise your adaptability level—trust and credibility soar; lower your adaptability level—trust and credibility plummet.

Another way of looking at this whole matter is from the perspective of maturity. Mature persons know who they are. They understand their basic behavioral type and freely express their core patterns. However, when problems or opportunities arise, they readily and deliberately make whatever adjustments are necessary in their core patterns to meet the need. Immature persons, on the other hand, lose

effectiveness in dealing with the real world when they lock into their own style. By disregarding the needs of others, they end up causing conflict and tension that lead to less satisfaction and fulfillment in their life environments.

There are four key payoffs which make our efforts at becoming more mature and adaptable worth the effort. These benefits define the characteristics of people who are the higher performers in life. By reading, reflecting, and then taking the guided actions suggested in this book, you too can achieve this same level of excellence in your own life. The only questions are whether you wish to become more:

- successful
- effective
- satisfied
- fulfilled

If so, then today is your first opportunity to get started based on what you've already learned in these first four chapters. Now you can read the remaining chapters for even more powerful insights about how you can become all that you can truly be.

Chapter 5

The Social Scene

Accentuate the positive

Again, to get the most out of this material, picture real people you know who fit each of the basic four descriptions in a social setting. What are each one's more effective traits in a social encounter? The less effective ones? As you read, visualize how you can maximize your communication with each of them by appealing to their natural strengths.

Dominant Director Social Behaviors

A time and place for everything

By their nature, Dominant Directors are motivated to manage, lead, organize and rule. At times, however, this may be inappropriate; for instance, at someone's wedding, funeral or social lunch. For many Dominant Directors, respecting people's rights and opinions, allowing others to take charge, and just plain letting go are learned, acquired behaviors. Yet these are precisely the behaviors that can enable Dominant Directors to experience enhanced emotional satisfaction in their personal and social relationships.

The point must be clear

“Why are we doing this?” a Dominant Director might ask, especially if she has something better in mind. She doesn’t like to participate in fun for fun’s sake, but for a specific purpose. Regardless of how friendly the atmosphere or close her relationship to others involved, this type generally tries her hardest to be the best—and win—whether in the boardroom promoting an idea or the living room playing a party game. She tends to give 100% effort. She’s not interested in a lot of details or in postponing her quest for victory with conversation, jokes, or other digressions.

Business and friendships often overlap for Dominant Directors. They like to mix their own business interests with pleasure, so they often pick friends from their work pool. When they find time for making friends, they do it by experimentation. If the experiment works, and it often hinges on how much potential friends agree with them and help them get desired results, great! If not, goodbye! Also, they don’t like doing anything they don’t want to do. For instance, they may very well bring their own cars to escape early, disappear to make a phone call, start reading the newspaper, or otherwise do something they enjoy.

The joke is often on you!

Dominant Directors favor humor that’s to the point and pulls no punches, often with more than a bit of self-importance thrown in! They have been known to enjoy making fun of others. Generally speaking, though, in many settings, Dominant Directors tend to take themselves too seriously. A well-placed joke can often help them and others benefit from laughing more and enjoying the humorous side of their own and others’ actions.

Do You Really Want to Know?

If the Dominant Director just wants to kick back, that, too, is his decision. But he may prefer running an activity or pulling strings to

get things done. Just ask and he'll generally tell you. As one astute observer noticed, "If you can't handle the answer, don't ask the question." Naturally blunt, Directors tend to tell it like it is—at least from their perspective.

It's whether you win

Dominant Directors may engage in what they view as healthy competition with their more assertive friends. This can accelerate to a battlefield of keeping up with the Joneses if not monitored by all concerned. Who has the biggest, most expensive house? Who gives the best parties? Who has the most charming personality? And on and on. Dominant Director friends may even compete in catching each other in inconsistencies. "No one was supposed to start yet, Dom. I'm just repeating what you said, remember? Penalty, here!" Often Directors need to learn to cultivate tact and diplomacy, instead of telling others how they feel so bluntly that it yields counterproductive results for their social relationships.

Social niceties aside, Dominant Directors usually do not want to be saddled with the worst player(s) when they're working hard at winning. Knowing that Howard has virtually no know-how in Trivial Pursuit and that the hostess favors man versus woman teams, Dominant Director Marv may suggest, "Why don't we play with four teams instead of two? Carol, you and I can be partners." If he can avoid almost certain defeat with Howard, he'll do it.

Similarly, when this type works on an activity and strives to win, they keep score. "The men have beaten the women at Trivial Pursuit the last four times we've played. This time won't be any different." Then they may naturally immerse themselves in the game; sometimes provoking hurt feelings, and even heckling, along the way. "I can't believe

you don't know the answer to that question. And you were an English major?" Downplaying their verbalizations of superiority can result in everyone having a better time. It is only a game!

They love taking the credit

One Dominant Director trait that can drive people up the proverbial wall is when they hear or read about a good idea and come to believe the concept really originated with themselves. "When the doctor told Rob to eat less and exercise more, I suggested that he join the Beach and Tennis Club and offered to sponsor him. Now he's claiming that the whole thing was his idea!" Maybe Rob actually believes it himself. Remember that Directors need to be in charge. When they think they're firmly in the driver's seat, their fear of relinquishing the controls to anyone else lessens. So creating ideas (or thinking they do) fits into that pattern of maintaining control. If you can live with that, fine. If not, jostle their memories in private in a joking way.

Lost without a task

For many Dominant Directors, learning what to do in situations that don't require "giving it their all" can be a difficult lesson. Director Melody says that when she was at a Super Bowl party, where everyone sat around and watched TV, she had no idea what to do. She usually tries to avoid situations like that because she literally doesn't know how to act. "When I'm not focused on a task, I'm very uncomfortable." Melody could benefit from letting go occasionally and allowing events and conversations to just happen, instead of looking for some heavy, underlying purpose.

Dealing with Dominant Directors

Remember they have a basic need to feel and be in personal control. They don't like thinking that you may be considering competing with,

exploiting, or otherwise using them. As a result, try to convey your openness and acceptance of them as individuals through both your non-verbal and verbal responses. “Harry, you’re still an unbelievable go-getter whether you win at this game of Monopoly or not.”

Socializing with D's

They have a need to be considered important by others. Therefore, give them your time, undivided attention, and genuine appreciative acknowledgment when possible and appropriate. By watching their response, you’ll probably know whether your actions are satisfying an important unfulfilled need for them. You’ll also learn if some other need—in communication or decision making, for example—requires filling. “Hal, you’re a take charge kind of guy. Why not see that we get these jobs done so we can hasten this party along.”

Remember...

DOMINANT DIRECTOR:

TYPICAL SOCIAL BEHAVIOR

- Actively compete
- Play games to win
- Want to know the purpose of a function
- Like playing with toys and hobbies
- Play parallel to, but not necessarily with, others
- Prone to talk shop at gatherings
- Choose friends by experimentation

DOMINANT DIRECTOR:**PREFERRED SOCIAL SITUATIONS**

- Want options from which to choose: Example: either swimming, dining out, or playing bridge
- Pay more attention to concrete things, less to emotions
- Resistant to doing anything they don't want to
- Favor direct humor with a touch of superiority
- Prefer groups subject to their control
- Like being in charge of something at social events and activities—score-keeping, judging, giving directions, cooking, chairing a fund-raiser

Action Plan ...**WHEN YOU ARE****THE DOMINANT DIRECTOR**

- Consciously concentrate on listening to others
- Respond positively to others' feelings
- Apologize or admit mistakes, when appropriate
- Slow down and take time to smell the roses
- Cultivate a less serious outlook
- Admit, and then laugh at, personal limitations
- View a game as a game and not life or death!
- Give sincere compliments
- Cultivate tact and diplomacy

WHEN OTHERS ARE DOMINANT DIRECTORS

- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize your achievements/accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible
- Ensure all activities will be acceptable to them
- Meet their expectations when possible
- Focus on how pleased you are with their results
- Thank them for their contribution

Interacting Socializer Social Behavior

“People who love people”

Interacting Socializers specialize in just that—socializing. Most aspects of their lives are open books. They’re likely to tolerate most subjects, no matter how close or remote your relationship. Showing and sharing their feelings come naturally to this personality type. Of the four groups, Interacting Socializers feel most comfortable talking about personal topics—marriage, finances, politics, aspirations, and problems—in the first 15 minutes of conversation, or, in more intense Interacting Socializers, even in the first five minutes. They also jump from one activity or topic to another. After a conversation with one, you may think, “Wow-ee! Uh, what did we just talk about?” Or “Their thoughts are like gumballs. They just fall to their tongues and roll out.”

Did you hear the one about?

Events that may strike terror in the hearts of the other types often become positive experiences for Interacting Socializers. And, as adults, their hair-raising personal anecdotes make exciting, entertaining conversation pieces. So they delight in recreating their near-crash-en-route-to-London saga or their love-at-first-sight stories. The more unique the situation, the better. And of course, Interacting Socializers may embellish a story so it sounds better than what literally took place. They view this tendency toward stretching the truth as spicing things up for interested listeners. Since they love to talk, telling a story better and funnier than it happened comes naturally to them. Upon occasion, the more talkative Interacting Socializers have been known not to let facts get in the way of a good yarn.

Oh. Was that confidential?

This tendency may cause problems when friends tell secrets to Interacting Socializers. Unless they're expressly told not to tell anyone about confidential information, Interacting Socializers are not likely to realize the importance of remaining silent out of respect for others.

When you divulge your innermost fears to an Interacting Socializer, he's likely to encourage you with a pep talk. "I know you can do it, Harry! Whatever you decide, I know that decision will work out okay for you. Good luck, Buddy!" Interacting Socializers praise and support others en route to creating a positive environment where they can satisfy their own needs for social approval. They hate isolation, so they sometimes support others to prolong social interaction. Plus, compliments and encouragement make Interacting Socializers feel good, even when they're meant for somebody else. If no one praises him, he's likely to turn his attention to someone else's upbeat comments.

Life of the party!

This type also likes to wax poetic and exaggerate. We know one who, when attending her son's baseball games, cheered the batters on with personalized nicknames—Robert the Rocket, Slugger Seth, Go Johnny Go, Handy Andy, and so on. The other parents called her the resident poet laureate. They either enjoyed or tolerated her enthusiasm. Fortunately for her, no one told her to stop. Interacting Socializers seem to invite controversy, but the best approach in dealing with them is to behave non-judgmentally. If you express your disagreement, they love a good debate, as long as nobody else dominates it; they don't like too much head-to-head competition where they may lose face.

At parties, Interacting Socializers typically meet more people in the room than do the other types. They may stand with their arms around each other, hug, or show some other outward expression of their support for others. After all, it's a perfect setting for them to gain socially acceptable approval from many people in the same place and in a short period of time. They tend to be life of the party types who can make the transition to party animals relatively easily. We know one who makes extra money hiring himself out as a professional mingler and conversation starter at social functions.

They love the dynamics of relationships and talking; they despise feeling bored. People rally around them because they know how to create fun and find the action. Of the four types, the Interacting Socializers are the most like playful porpoises; they need to feel that many others enjoy their companionship.

That's the general idea

Interacting Socializers typically speak more vaguely when using facts and logic than do the other types. "I read about a case like this last year—in England, I think." Or, they may exaggerate and generalize facts and details they don't know. For example, they tend to round up: "Yeah,

Andy made around \$100,000 last year.” (Actually, Andy only made \$75,345.17.) Interacting Socializers feel more comfortable using “best guesstimates” than do the other types. Saki (H. H. Munro), a short story writer, succinctly described this Interacting Socializer tendency when he wrote: “A little inaccuracy sometimes saves tons of explanation.”

Interacting Socializers may even adopt quotes that strike a fond chord and then conveniently forget the source. As Buckaroo Banzai said, “Wherever you go, there you are.” Next, it may change to, As someone once said, “Wherever you go . . .” Finally, extreme Interacting Socializers may say, “As I’ve always said, Wherever . . .” After a few uses, they may figure that it becomes theirs.

I's are sensitive

Of the four types, Interacting Socializers tend to exhibit the most emotionally sensitive qualities. They naturally scan people’s body language, vocal inflections, and eye contact to determine how real the person’s feelings seem to be. Their natural, emotional radar system leads them to quickly formulate their “intuitive” feelings about people. Besides feeling sensitivity for others, they also take perceived slights to heart, so their feelings get hurt rather easily. In fact, at the extreme, they can act so sensitive when it comes to their favorite subject—themselves—that others may perceive them as caring only about *me, me, me!* This habit of bringing their own names, achievements, experiences, and stories into conversations can give others the impression that they’re less serious or concerned than they really are. As with any behavior, too much of a good thing can result in overkill.

Slapstick humor and belly laughs

When it comes to humor, Interacting Socializers prefer poking fun at themselves and others. They delight in slapstick humor and belly laughs that smack of high emotion. They look at the lighter side of se-

rious subjects and our own idiosyncrasies and limitations. Interacting Socializer comedians involve their audience in characteristic *let loose* ways, leaving them with a lasting impression far beyond the influence of their non-stop talking act.

Lovers of gadgets, bells and whistles

Adult Interacting Socializers love gadgets, but they tend to prefer them most with the works—bells, whistles, and gongs! They also like to be the first ones on their block to own the new whatchamacallit nobody else has even heard of yet. This type may become captivated by calculators that double as video games or watches with alarms, radios, and TV screens. This gadget mentality reflects the need to seek out fun, as well as ways to simplify or lessen unavoidable types of work. Flurries of activity coupled with an opportunity for seeing and being seen constitute a nearly resistance-proof formula for attracting an Interacting Socializer.

I's enjoy making a grand entrance!

Showing up fashionably late is a technique appealing to many individuals of this type. The grander the entrance into a roomful of people, the greater the impact for Interacting Socializers. But sometimes they legitimately forget the details of their social obligations and then tend to fly by the seats of their pants. They may amble in an hour late to a dinner party, then feel embarrassed and say, “Gosh, I thought I was supposed to arrive any time between 7:00 and 9:00!” This type can avoid some of these minor tragedies by reading invitations thoroughly, putting them in a prominent, visible spot, and highlighting key points—such as when and where.

We know one Interacting Socializer who missed her best friend Amy’s surprise bridal shower, given by Amy’s law firm, because she misplaced the invitation. Ordinarily, Interacting Sheila would have

relied on Amy as an optional strategy to keep the details straight. But Sheila didn't call the office to find out more because she didn't want to arouse Amy's suspicions. Two days after the shower, Sheila found the invitation and ended up apologizing profusely for unintentionally, yet somewhat predictably, standing up her friend.

You can't please all the people all the time

It's difficult for the Interacting Socializer to accept that there are some folks out there who will not be charmed by his exciting personality. Some more controlled, precise behavioral types may even view more extreme Interacting Socializer behavior as flakiness or *form over substance*. The Interacting Socializer may worry about the disapproving person and attempt to win him over with his customary show of intimacy, perhaps divulging a deep personal secret which he feels may create a bond between the two of them. But this may only widen the rift; depending on the other person's behavioral type, he may expect the Interacting Socializer to behave more formally and seriously, with more facts and thoroughness.

Socializing with them

They want to be considered important and need recognition from others, both privately and publicly. You can demonstrate that you like and enjoy being with them by giving your attention, time, and physical presence in sharing common activities with them. "Let's share a position on the PTA Board next year so we can do more things together. We'll have a great time!"

Remember that they need to feel accepted and worry-free regarding others' approval of them. Therefore, focus on a positive, upbeat, and warm approach that conveys this attitude towards them. "Simon, we've been eagerly awaiting your arrival. Now the party has officially started!"

Remember . . .

INTERACTING SOCIALIZER:

TYPICAL SOCIAL BEHAVIOR

- Want to be liked and admired
- Fear public humiliation
- Will discuss most subjects, regardless of how distant or casual your relationship
- Are naturally warm, expressive and enthusiastic
- Enjoy bouncing ideas off others
- Are reluctant to fight or confront stressful people or situations
- Perceive life according to feelings
- Naturally discuss emotions with others
- Choose associates and friends by trial and error

INTERACTING SOCIALIZER:

PREFERRED SOCIAL SITUATIONS

- Prefer physical contact
- Like hosting or attending impromptu gatherings
- Prefer fun people with different interests
- Seek more positive people and settings
- Find it easy to laugh, joke and play games
- Seek higher visibility positions: host, emcee, etc.
- Prefer humor that pokes fun at their own and others' foibles

- Try to diffuse mild tension with jokes or funny observations
- Prefer to ignore stressors
- Like to share the moment with others

Action Plan . . .**IF YOU ARE****THE INTERACTING SOCIALIZER**

- Speak less and listen more
- Focus on facts as well as feelings
- Stick to the subject!
- Realize you can't please everyone
- Fulfill social obligations responsibly and on time
- Work at following through to completion
- Balance socializing with tasks
- Avoid procrastination
- Focus more on substance, less on form

IF OTHERS ARE**INTERACTING SOCIALIZERS**

- 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
- Do not require a lot of difficult, follow-up, detail work or longer-term commitments from them
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Suggest different opinions, ideas, and actions by offering them as desirable gifts
- Focus on how glad you are when they succeed

Steady Relater Social Behaviors

To find the answer, look within

Steady Relaters are actually quiet, evenly paced, and inwardly focused individuals. They recharge their batteries and renew their energy by looking for answers within themselves and a relatively small group of friends, family, and associates. As warm and open as they may appear, they have private thoughts they're unwilling to divulge to almost anyone. Their energy drains when called upon to tell all.

They're optimistic realists

Steady Relaters distrust the intangible. They dislike deviating from the established order and dealing with abstractions, preferring instead to follow a predetermined, sensible format. Like Sancho Panza in Don Quixote, their feet stay firmly planted on the ground in concrete reality.

They like routine, predictability, and stability. Consequently, they tend to anchor the other types with their patience, cooperation, and follow-through. They need a firm grip on the facts before feeling ready

to proceed, so provide them with step-by-step information whenever possible. They enjoy team efforts and work willingly to bolster comfortable, efficient working conditions.

A pleasant time is the name of the game

People of this type often like to support and encourage everyone concerned, not just the kids on their own child's sports teams, for example. Priscilla usually roots for everyone on both soccer teams. "Nancy, your Cindy is such a conscientious goalie, she's caught every ball so far. Oh, my Laurie has the ball now. O-o-o-oh! Too bad, Laurie. Next time. But good catch, Cindy." We know one Steady Relater dad who had to leave a game early. As he walked away, he actually called out, "I hope the team that plays the best and acts the nicest wins. And, remember, Carrie, enjoy yourself playing no matter what!"

Party time for S's

At parties, Steady Relaters like to seek out people they know quite well, or make advance arrangements to go to the event with someone else they know has been invited. Then they may end up conversing with that same person all night unless they remind themselves to mingle. They prefer having others approach them. In fact, they may project such a calm, accepting attitude that others often do seek them out. Sometimes, their peaceful demeanor can elicit unexpected responses. "Paul, this is only the second time I've talked with you, but I feel as though I could talk to you about almost anything." Paul may involuntarily blush, but after the fact, he may feel satisfied and appreciated by the compliment.

Low-keyed cheerleaders

Steady Relaters often spur on their group's effort in team board games. When it's their turn, though, they may inwardly cringe at the thought of all eyes being on them. They usually prefer to work behind the scenes and let others (often Dominant Directors and Interacting

Socializers) accept the starring roles. They naturally tend to spread the credit around. “Joel is the one who came up with the answer. I just helped him a little.”

Safe, stable relationships

They often choose friends by the test-of-time method. That is, if the relationships last, then they’re the genuine article, safe and dependable. Like Interacting Socializers, they operate somewhat on a feeling level. However, for them, steady thinking comes first. They depend on ways of keeping their lives stable and secure. General conformity is one means used to satisfy their need to feel included by others. Steady Relaters like sincere attention from people and enjoy feeling well liked. They find it easy to listen and have a natural preference for participative communications. In fact, they can almost act so nice dogs seem to want to walk up and pet them!

Extreme niceness can equal gullibility

At times, the flip side of this niceness is that it can present real problems. For instance, they may respond too carefully to people so as not to hurt their feelings. Consequently, they find it hard to muster up an occasional no, often allowing more assertive types to take advantage of them. Steady Relater Michelle fits this modus operandi to a T. She’s just a girl who can’t say no. While driving from a San Diego shopping mall one drizzly afternoon, she stopped for a red light. After a second or two, she noticed a clicking sound on the passenger side of her car. Michelle turned to see a middle-aged woman with an armload of packages opening her door. Instinctively, Michelle moved her own bags from the passenger seat so the woman could sit down.

“Can you drive me to my mother’s?” the stranger asked.

Michelle says she heard herself reply, “Sure. Do you need to make any other stops on the way?”

Luckily, the woman answered, “I just want to get there before it rains any harder.”

So Michelle dutifully went out of her way to drive her new acquaintance to her mother’s, without a hint that anything about their encounter seemed out of the ordinary. In fact, she says she drove all the way home before actually realizing that something unusual had happened.

Patient people may finish first

Steady Relaters are often naturals at eliciting others’ feelings. When it comes to venting, they can be virtual shock absorbers. If a hotel or airplane becomes overbooked, for example, a Steady Relater may typically patiently wait his turn in line to confirm his reservation—despite the fact that a disgruntled person ahead of him has announced there is no more space available. Having listened to a barrage of complaints from the people ahead of him, the Steady Relater finally reaches the harried desk clerk. “It looks like you’ve been having a bad day.” When the clerk nods her ascent, the Steady Relater says, “What happened? Would you like to tell me about it?”

The poor woman tells him her frustration about the bad weather and the overbooked conditions, then heaves a sigh of relief. Poof! Her burden is gone! (We call this the poof phenomenon.) She looks gratefully at this patient *sounding board*, now more calmly stating, “Even though all of our regular space is booked, we still have the Presidential Suite (or first class seating) open. Would you like to have it, at no extra charge?”

Lesson: Humble and patient people may inherit a hotel room (or other perks) just for displaying genuine concern and thinking of others first, rather than themselves.

An even keel

In the best of all Steady Relater social worlds, everyone would act friendly, pleasant, and cooperative. No one would strongly dis-

agree, yell, participate in rowdy scenes, or talk anyone into anything against their will. Realistically, though “and this type does operate in a realistic mode”—they generally prefer that people they associate with function without making a ruckus out of trivial matters. But they often accept others at face value. “Carl is really a nice guy. He’s just rattled about a few things today.” They tend to judge people by how they act with them, not according to other people’s experiences with them. “I feel sad for Steve when I hear Jack and Bonnie tell those stories about how obnoxious he can be, but he hasn’t done anything like that to me. Until he does, I still want to be friendly with him.”

The present may be good, but the past is better

“Make new friends, but keep the old; one is silver and the other gold,” lines from an old Girl Scout song, apply to Steady Relater types. Chances are they still keep in contact with childhood friends, or even teachers or now-retired doctors. Because familiarity feels so comfortable to them, they may prefer to live in the same neighborhood or area as they did during childhood. Their memorabilia tends to mean more to Steady Relaters than to the other types. It makes them feel more connected to the present, more secure. In this respect, they are possessive about things they own. Similarly, if something has worked in the past, they’ll probably try it again. In most aspects of their lives, new or different things don’t appeal to them as much as the *good ole* tried and true.

The same activities others may perceive as monotonous often appeal to a Steady Relater’s desire for repetition. Lunch at Leon’s on Mondays at 12:00, Tuesday night movies with their best friends, and Friday night aerobics classes with the exercise gang from 6:00 to 7:00 at the Y perpetuate Steady Relaters’ fondness for regularity. For them, familiarity doesn’t breed contempt, but contentment!

Similarly, Steady Relaters exhibit a rather dry, straightforward, seemingly uncomplicated sense of humor. They often employ just one humor technique, namely the use of reverse logic. They look at life from a slightly skewed, off-center perspective with predictable results in the punch line. Often, the listener can guess the outcome of the joke before it's ever completed.

They keep on keepin' on

Steady Relaters find it difficult to reach beyond their comfort zone and to take chances, so they may need a push to help them grow. They don't give up easily and can persevere for years. But this single-minded resolve has another, darker side, too—stubbornness! Although they might remain quiet about resisting change, they may secretly decide to passively revolt. They naturally let little annoyances slide, overlooking things that bother the other types more.

They may bail out

Although Steady Relaters exhibit more patience and long-suffering behaviors than other styles, they sometimes allow certain irritations to build up for so long that the burden becomes overwhelming. Because they don't like to rock the boat, they may give in rather than complain. They also bruise easily. You may hurt their feelings without realizing it. When this happens, their attitude tends to be, "What did I do now to upset him that way? They have difficulty knowing whether or not they are responsible for another's emotional upset. As a result, they sometimes are rather easily confused or hurt by others and try even harder to improve matters.

What makes them seem so nice?

Steady types may appear almost saintly, simply because they usually don't say anything when something bothers them. They don't want anyone to dislike them. When the chips are down, they're likely to clam up, going into their own protective shell. They often think that

if they say what's on their minds, they're less likely to remain friends. So they'll avoid confrontation—their biggest fear—at almost any cost. When confrontation becomes unavoidable, they'll typically submit so the relationship can get back to normal, ASAP.

So this desire for peace and stability can motivate Steady Relaters to succumb to compromise just to maintain favorable conditions or to avoid conflict. Ironically, instead of jeopardizing their position with others, speaking up and taking a stand can sometimes enhance their position—especially with people who may view Steady Relaters' tendency to give in as a weakness. Additionally, voicing their thoughts and feelings before they reach the end of their tolerance level can actually help Steady Relaters salvage some relationships before it's too late.

Dealing with Steady Relaters

Remember their primary need is to maintain stability in their own setting. On the other hand, they also fear and resist those changes that they feel are likely to result in more instability than presently exists. Your best approach is one that focuses on how you want to continue to make things as good as always for them, if not better—but on their terms, as they see it. To demonstrate your friendship, you might say, “Angela, I know your best friend’s illness may mean you’ll go back to Oklahoma for awhile, but you can count on me to keep an eye on things. I’ll make sure Molly gets to school every day and that everything else goes along almost as though you were here.”

Socializing with S's

They don't like being in a crowd. Instead, they're more comfortable in smaller groups; with people they've known for a longer time and had pleasant relationships with. They like to do things that are planned or at least known in advance. This provides them with a more predictable social experience with known dimensions—such as when things

start and finish, when they will take place, who will be there, and how things will be done. To help them get mentally prepared, spell out the parameters and elicit their input. “John, your role in making telephone calls to organize our community Dance-a-Thon will begin about May 14 and end on the day of the event, October 31. If you make 10 phone calls a day, you’ll more than meet our goal of 200 attendees; and, of course, you can invite anyone you choose, too. Are you comfortable with this plan, or would you like to modify it in some specific way?”

Remember...

STEADY RELATER:

TYPICAL SOCIAL BEHAVIOR

- Like to build ongoing relationships with a small group of people
- Want to be involved in and identified with their group
- Relate to others on a one-to-one basis . . . preferably with predictable role behavior by each person
- Prefer more casual, calming relationships
- Give and expect sincere attention
- Seek stability in their lives through practices such as conformity

STEADY RELATER:

PREFERRED SOCIAL SITUATIONS

- Like to participate in the group's communication and activities
- Enjoy performing regular activities the same way at the same time and place
- Prefer to communicate in a conflict-free gathering of associates or friends

- Want to know how to play games or complete activities through well-defined, step-by-step procedures
- Like to feel appreciated and well-liked by others, just for who they are and what they contribute

Action Plan ...

IF YOU ARE THE STEADY RELATER

- Stand up for yourself when others become insistent, or even belligerent
- Respond more favorably to required changes
- Occasionally vary your schedule and try new things
- Expand your circle of acquaintances by participating in activities with new people more frequently
- Respond somewhat less sensitively to others
- Occasionally confront others
- Consciously allow occasional disruption of your peace and stability

IF OTHERS ARE STEADY RELATERS

- 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

Cautious Thinker Social Behaviors

Cautious Thinkers ponder

This type has the tendency to contemplate things until the opportunity may well slip away. They like to examine the pros and cons of a given situation, so they want to take everything into account. This need to weigh the possibilities and ramifications can create stress in the more impetuous behavioral types: Dominant Directors and Interacting Socializers. But conversely, Cautious Thinkers' innate caution can serve to modify the more impetuous tendencies of other types so that a workable solution may be reached.

C's are sensitized

If we were to say that Interacting Socializers show the most sensitive behavior, then Cautious Thinkers exhibit the most sensitized behaviors. Their internal antennae are primed to absorb virtually everything around them. As highly intuitive, astute observers of their surroundings, they are like electronic sponges, taking in and processing information about people and things. In fact, Cautious Thinker types often report having difficulty falling asleep and then getting back to sleep if they wake up during the night, saying, "I just can't turn off everything that keeps running through my mind." Additionally, since they are naturally comfortable accessing both the left and right sides of their brains, Cautious Thinkers tend to process many of the complexities of life that escape the other types.

Computerized thinking

Comparatively speaking, Cautious Thinkers operate much like the creator of a computerized program. Initially, they scan the occurrences

transpiring through the course of a year. This includes special events or experiences that might require action on their part. An example would be sending cards or gifts to those who've done the same for them—based on their understanding of another's efforts in sending such items. And by the way, if they view such a relationship as lopsided, you may never hear from them again. Above all, they value privacy, individual space, and discretion in their relationships with others.

They act reserved and distant until they feel they know and can trust you well enough to let down their guard. They plan and select their relationships with others strategically and cautiously. Because they're such private people, they sometimes seem mysterious. Like the elusive Greta Garbo, the fabled film star of the '30s, they may want to be alone. Yet, in pursuit of their need for privacy, Cautious Thinkers are tactful, serious, and organized.

Non-verbal clues

When Cautious Thinker Raymond went to a beach party, the party-goers left their garbage wherever it happened to fall. Raymond's facial muscles tightened and he gritted his teeth. Without saying a word, he picked up everyone's litter and threw it in a trashcan. But sometimes this precise behavior can embarrass others who may interpret it as, "He's so holier-than-thou." If the partiers had been given a chance to save face, maybe the outcome could have been different. Perhaps Raymond could have used humor instead of apparent disgust to motivate the others to action. For instance, (talking through a bullhorn made from a plastic cup), "This is the Shore Patrol speaking. Pick up your junk or proceed directly to jail. Do not pass GO, do not collect \$200." Humor can be a great equalizer.

Since Cautious Thinkers do not readily discuss their feelings, or often even their thoughts, their initial responses can speak volumes about how they really think or feel. That first little smirk or quick,

one-syllable laugh can tell you that they're pleased. Or the involuntary clenched fist or pursed lips may indicate disagreement. Watch Cautious Thinkers to detect these automatic, and often accurate, indicators of how they really react to someone or something.

In this respect, when they are upset, don't wait around for them to engage in a verbal boxing match. Instead, their attitude is most likely to be: "I'm not going to get angry; I'm going to get even." They retain a little black book in their minds and keep score. With memories akin to the size of an elephant, they seldom forget, especially when they think they've been wronged. So when you offend them, they mentally turn to the page with your name on it and put down another check mark. When the page fills up, which may take several years, watch out! Then, pow! The curtain descends on your relationship and they're gone, figuratively, and sometimes even literally.

Long on results

Cautious Thinkers aren't comfortable with stories or anecdotes about themselves or with sharing their feelings. When asked how they feel about an issue, they may respond with comments like, "I haven't made a final decision yet," or, "I like to keep my opinions to myself." If they really feel pressured by someone, they may tersely say, "That's my business." American cowboy movies often capture the essence of the Cautious Thinker. The Lone Ranger perhaps best symbolizes their short-on-words, no-nonsense, emphasis-on-results approach.

Unique, witty humor

Cautious Thinker humor typically shows a down-home, witty perspective, often from an unexpected third angle. It frequently seems to include a reactive, straight man element, such as the Will Rogers *last sane man on the face of the earth*, ironic technique.

Their unique brand of humor typically emerges from thinking hard about human feelings and experiences. Then they capture them in timeless stories with penetrating insights of human nature—stories that have been clearly, simply, yet powerfully, communicated.

Once when you tell it (to be polite).

Again when you explain it to them (to let you know they got it, though their laughs may be more of the passing smirk variety).

Finally when they actually enjoy it (since they can't control themselves if it really tickles their fancy).

Who's on first?

Bob, a successful financial planner who enjoys coaching youth baseball, exhibits classic Cautious Thinker behaviors worth noting. He notices the details of the games and whether or not each player performs correctly. He naturally picks up on body positioning—how the boys swing the bats, anticipate catching balls, run and slide to the bases, and play according to specific patterns and rules.

Whereas people of other types may not quite put their fingers on what's amiss, Bob seems to see the problem with little effort. He enjoys discovering their latent talents, especially when he can point out that he was *right about Jeremy's pitching arm* to the other coaches. He even keeps charts to trace the height and weight patterns of the baseball-playing adolescents in his neighborhood. From these, he projects each boy's anticipated growth spurts and eventual size.

At ease, but that takes time

Socially, Cautious Thinkers usually opt for small numbers of people with whom they are comfortable. It takes awhile for this type to reach a true comfort zone with others, allowing them to be at ease. In stressful situations, Cautious Thinkers may ask a single question, often confiding in a trusted colleague or friend they can count on for feedback. This

confidante may even act as a spokesperson for them. Cautious Thinkers may not speak directly to the source, but instead prefer to work through a known, proven channel. This channel may be another person, a medium of communication, or a productive procedure or process.

Dealing with C's

Remember that they have a basic need for accuracy. Therefore, they are more fearful of mistakes or criticisms resulting from the natural state of human imperfection, which they find difficult to accept. So focus on your appreciation and realization of how hard they work to try to do things correctly and on how you, too, feel this is important, whether you have this same motivation or not. Let them know you value this attribute in them and the accurate results derived from it. “Lenny, when I want something done right, I know you’re the one to ask. If you’ll agree to fill the auditor’s slot for our club, I will be very grateful to you, since we’ll be able to rest easy that we won’t have lots of problems with our books.”

Socializing with C's

They are the most private of the four basic behavioral patterns, so they require more time and space in their dealings with people. They often think others complicate matters, so they prefer to keep involvement down to a few people. The more individuals, the more potential problems and the less independence and efficiency. “If we go away for the weekend with the Bergsons, that means their three children will come, too. That’s not my idea of a relaxing weekend.”

Remember ...

CAUTIOUS THINKER:

TYPICAL SOCIAL BEHAVIOR

- Quiet and observant; like to collect information before they enter relationships

- Socially cool and distant—wait for others to take the social initiative
- Discreet and tactful; usually won't tell secrets or the naked truth
- Serious—Naturally suspicious of others unless they've proven themselves in the past
- Guarded—Prefer small group of friends with whom they can let down their shield

CAUTIOUS THINKER:

PREFERRED SOCIAL SITUATIONS

- Attend a small gathering of close friends who have proven their value in the past
- Participate in organized activities where they can be right
- Converse logically about complete bodies of knowledge, adding key details to the conversation
- Can talk facts, not feelings
- Favor conflict-free environments

Action Plan . . .

IF YOU ARE THE CAUTIOUS THINKER

- Demonstrate more concern and appreciation to others with shared feedback: “I really appreciate your thoughtfulness.”
- Deal more directly with difficult people and situations
- Adjust more quickly to changes, disorganization, and errors
- Avoid dwelling on someone else's mistakes

- Take more initiative by talking to someone else first
- Act somewhat less formal and more casual
- Accept and laugh at personal limitations
- Elaborate on a response instead of replying just yes or no

IF OTHERS ARE CAUTIOUS THINKERS

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, so 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
- Cautious Thinkers can be extremely diplomatic and accommodating to others (at least, on the surface) because they often mask their own inner thoughts and feelings. For a truer indication of where they stand, tune into their initial non-verbal reactions to situations, especially those that may require them to make a choice about their preferences. You may want to check out whether something that is being suggested is likely to be the right thing for them at this time. Or, ask what other ideas they have about what might be a better option, based on past experiences or interests you've shared with each other. "Gregg,

your suggestion to ski at Killington after the Christmas rush was inspired. We skied all day on uncrowded slopes. What do you think about vacation spots this next year?"

Chapter 6

It's All in the Family

Try something extra

Someone once said, “You can pick your friends, but you can’t pick your relatives.” Families are a given entity, so it’s inevitable that you may find somebody in yours who is more difficult for you to deal with than in those other groups where you have the luxury of selection. Think of someone in your family who typifies each behavioral style and envision how you can better communicate with him or her. What are their more compatible qualities with you? What behaviors do they exhibit which make the two of you less compatible? How can you modify your own behavior to make all four types of people more compatible with you?

Dominant Directors and Their Family Interactions

Options . . . with concise supporting analysis

A variation on the theme of providing options for the Dominant Director still applies in a family setting. “Howard, I’ve narrowed down our vacation choices to four: Maui, St. Thomas, San Juan, or Acapulco, all warm places with modern conveniences, just what you said you wanted (reference to quality). Here are the costs and travel times for each one. Let me know your preference and I’ll make arrangements with the travel agent.”

Done that, been there

Dominant Directors specialize in taking charge and getting things done. They are masters and mistresses of delegation and like overseeing the final results. Even on vacations, they enjoy the bustle of performing many activities. For example, when the Brodericks visited Paris, Brian, the husband and father, wanted to see everything. He made sure they were all up by 6:30 a.m. so they could squeeze everything into five days. “Otherwise, what’s the point of going to Paris if you don’t see all the famous places?” And see the sights they did, whether they wanted to or not.

On the second day, they finally reached the Louvre at 4:00 p.m. That gave them exactly one hour to see the Mona Lisa, Venus de Milo, and thousands of other priceless treasures housed there. Unlike the other three, Brian was happy with literally seeing the sights, however quickly and haphazardly. “Done that, been there!” summed up his perspective on touring Paris. Brian, like other Dominant Directors, has a tendency to look over his family’s shoulders to make sure they’re conforming to his own expectations. He naturally expects the same breakneck pace from them that he does from himself.

What else can they find to manage?

He even orchestrated his own wedding—set a date (the day after his comprehensive exams in graduate school), secured a hall, planned the buffet menu, found a photographer, and generally managed the entire affair. “Don’t worry about a thing,” he told his fiancée. “I’ll take care of it.” And he came through.

Similarly, he planned a budget tour of Europe a year after their marriage. It was another Hurry up; we’ve got another place to see experience. Having visited eight countries in 28 days in their whirlwind travels, they literally fell into bed by 8 o’clock, too exhausted to walk another step.

Another Dominant Director we know assembled his son's crib in the living room. His wife observed, "How are you going to get it through the doorway? The crib is wider than the door."

"No, it isn't," he protested.

She came back with a measuring tape: "It's one inch wider than the door jamb. Start taking it apart and I'll help you haul the parts into Danny's room."

"Don't worry, I'll get it through," he said.

"This is ridiculous. Just admit it won't get through and start over."

"No way. It's going to fit, and that's that." And somehow he crammed that crib through the doorway. He won, but the door lost!

Work can become an obsession

Art, one Dominant Director we know, liked to work so much his career literally took over his life. When he and his wife Jean were invited to play bridge, he'd ask, "How long do we have to stay there? I want to be home by 9 o'clock so I can finish the Steinberg prospectus."

He thought he had to attend occasional formal dances for the business contacts and for the ring kissing ceremonies, as Jean described them. Since he disliked dancing, Jean learned to negotiate four dances per event. Finally, she said, "I'm sick and tired of your putting a ceiling on fun! Lighten up or I'll either be a rich widow in 10 years or a rich divorcee in six months." This, and subsequent marriage counseling, woke Art up to the realities of working on more things than his job. Working continued to be his greatest source of pleasure and pride, but he learned to add his wife, children, and friends to his list of priorities.

About D children

Dominant Director children typically busy themselves with things—puzzles, blocks, game shows, or sports—that keep them occupied for hours. They delight in showing Mom and Dad the fruits of their

labors. Dominant Director toddlers exhibit telltale traits early in life. Dominant Director Justin seldom responded to strangers' overtures. In fact, his mother says, he usually ignored them or looked at them as though he was thinking, "Who is this person and what does she want?" He seemed to focus on his own preferred results soon after infancy. By age four, he demanded flash cards at bath time to the point where his parents contemplated burning them in protest!

If this Dominant Director child temporarily loses his parent in a public setting, his eyes may begin to brim with tears, but he'll usually hold his feelings inside instead of crying, as he actively searches for the missing person. Once taught to do so, you'll easily recognize older Dominant Director youngsters by the way they quickly seek clerks, security guards, or police if they want help locating an errant parent, other person, or things that interest them.

When they don't get their way, Dominant children often try to take charge of the situation. For instance, one child tried to gain control over the babysitter by holding his breath until he turned blue. Parents often describe Dominant Director children as headstrong or difficult, but understanding the child's need for near-complete control over his environment can yield surprising benefits. Allowing Director kids to have authority over pets, toys, their own rooms, or other personal activities can channel their natural need for control in a positive way. Otherwise, they may frustrate their siblings in an effort to parent them. Jessica usually pipes up, "Mom, he thinks he's the boss and he's not!"

When he was almost 13 years old, Jason pumped out one too many verbal abuses (from his mother's perspective). They had a discussion that resulted in a deal: He'd talk politely and civilly to her and she'd stop talking sarcastically to him. This seemed to work fine for two days. When she announced, "Dinner is ready," Jason hurried upstairs and said, "I'm ready." Then he waited. "Gee, Mom, I could have sworn

you would have said, ‘Yeah, you’re ready all right?’”

“Not any more. We made a deal, remember? You’re much more pleasant to be around now that you’re watching your mouth, so I’m monitoring my sarcasm.”

“I guess so, but you know what, Mom? I kind of miss it!” Why? Because, whether they admit it to themselves or not, Dominant Director children (and adults) often enjoy confrontation.

D's deal with tangibles

Since Dominant Directors often view themselves as results specialists working towards the realization of tangible goals,

they may like to get the family together to elicit what everyone’s doing. They can monitor subsequent progress and accomplishments. They typically like giving suggestions. “I’ll bet you could do even better if you studied 15 minutes more every day.” Or initiating games to develop particular skills. “We’ll play this word game to help you build up your vocabulary,” or, “We’ll practice catching so you can become a better baseball player.”

If their helpful hints are accepted as such without arousing anyone’s negative emotions, Dominant Directors can maintain a rather high activity level with their families. Being concerned about everyone’s feelings drains them of energy, so they prefer to direct conversations toward more tangible, less abstract topics.

Negotiation can become a way of life

Seldom can a family member ask a question of a Dominant Director without meeting with some sort of rebuttal. A simple, “Would you like to go to the movies?” seldom receives a yes or no answer. “If we see Beaches sometime this afternoon, I’ll go. Otherwise, I’m not interested.” Or, “Okay, if we go to University Town Center. Then we can look at the wide screen TVs in The Television Shack.” Dominant

Directors often structure their responses in a controlling cause and effect mode. "If you (first) do so-and-so (something I want), then I'll do this (something you want)." Translation: "It needs to be this way, or I won't play." Why? They want to win, or at least have the final say so.

Dominant Directors may favor parallel activities with their spouses and children. They may want everyone under the same roof, or in the same room. Other than that, they frequently have no further need for personal control and may be satisfied letting others do their own thing. One may build model airplanes, another read a book, someone else talk on the phone, and yet another study for an exam. So long as everyone is physically there, without necessarily overlapping or conversing, the Dominant Director is often content. This is because when positively motivated, the D need for control is more focused, limited only to the number one priority at that time, rather than wanting to control everything.

D's compliments have power

Dominant Directors have the dubious distinction of being the least natural listeners among the four types. Why? Partially because they've probably already arrived at an answer. Additionally, they are often too impatient to listen to long explanations or personal, emotional concerns. They also tend to find it easier to give criticism than to provide positive feedback to others. But all Dominant Directors have to do to make giant strides forward are to positively tip the scale in the direction of (1) giving more reinforcement, while also (2) listening more to increase their level of understanding and to communicate shared interest.

Health and relationship alert!

They also frequently report problems with two other areas of their lives—their relationships and their health. They often have high divorce rates and, as someone half-jokingly says, their children may call

them Uncle Daddy or Aunt Mommy. Even when they're home, they may be there physically, but not always emotionally.

Regarding health, they may fall prey to heart attacks as part of their Type A behavior pattern. The good news is they usually don't get ulcers. Instead, they give them. They're carriers. Because of their self-imposed busy lifestyles, this type may figuratively have to pencil in Romance the spouse tonight on their to do lists. Then they can cross it off when they're done.

Dominant Director Marilyn's natural inclination was to manage her daughter and point out what she would do now, tomorrow, and next week. Then her husband observed that all day long, Molly was, in effect, being ordered around. Marilyn did find herself saying, "Molly, let's go swing," or, "Here. I'll help you onto the seesaw." So she consciously stepped back and allowed Molly an hour of personal choice. What better place than the relatively childproof playground to give her daughter some emotional breathing space?

D's can find mutually acceptable solutions

Marilyn and her husband Joel also have four longhaired, indoor cats. One day, Joel fumed, "I can't stand those cats in the house any more. Their hair gets all over my suits, they have accidents on the stairs, and today I found a fur ball next to my shoes. They've got to go."

But Marilyn was determined to find an indoor solution. "They can't go outside because they're declawed. And I'm not getting rid of them. Let's find an answer where we both agree." They decided to convert their family room to a cat motel. They've already made arrangements to replace the carpet with tile (impervious to hair, accidents, and fur balls) and add doors to the family room to separate it from the rest of the house. They arrived at a workable compromise for each of them, where neither had anything to lose except the money invested to satisfy one another.

And more mutually acceptable solutions

Because of Dominant Directors' focus on personal control, their family's suggestions may initially fall flat. "Why don't we all drive up to Alpine on Sunday?"

"No," the Dominant Director may respond from behind the newspaper.

"Why not?"

"I don't feel like it."

"It's only Wednesday. How do you know that on Sunday you're not going to feel like it?"

"Because I don't like going there. It's a waste of time and there's nothing to do when we get there. I'd rather stay home and relax."

"Well, we're all part of this family, too, and we want to do something together in the fresh air on Sunday. So why don't we all think about some suggestions and we'll talk about them in an hour, okay?" Under these kinds of circumstances when he realizes some outing seems inevitable, the Dominant Director may take the initiative to try something that is mutually acceptable. "Well, if you really want to get some fresh air, maybe we can go to Mission Bay Park and fly kites. Then I can bring my magazines."

Remember...

DOMINANT DIRECTORS'

FAMILY BEHAVIORS

- Favor the role of authority in the family system . . . with them in charge
- Like doing activities on their terms
- Want the freedom to spend extra hours working
- Involve themselves in specific family activities that mean something in terms of concrete results

DOMINANT DIRECTORS' PREFERRED FAMILY SITUATIONS

- Being the undisputed head of the family
- Deciding what's what, when, and how
- Not having to deal with everyone's emotions
- Having the personal freedom to do what they're interested in doing
- Negotiating better deals, when possible
- Seeing family members stretch and grow
- Getting results that the whole family can feel good about

Action Plan . . .

HOW DOMINANT DIRECTORS CAN ADAPT THEIR BEHAVIOR WITH FAMILY/CHILDREN

- Allow the family to do things without being controlled by the Director's preferences
- Accept not being in charge all the time, moving toward a more democratic family system
- Verbalize positive emotions and encourage family members to do likewise . . . enjoying both in the process
- Learn to laugh at the lighter side of life
- Openly admit mistakes and say "I'm sorry"
- Unconditionally accept their family at face value

HOW YOU CAN HELP DOMINANT DIRECTORS

MODIFY FAMILY BEHAVIORS

- Point out other family members' perspectives
- Trade off activities: "I'll do this if you'll do that"
- Voice your concerns gently, but firmly
- Politely refuse delegated duties, when appropriate
- Encourage them to verbalize praise and compliments to others
- Gently remind them to laugh and take life less seriously

Interacting Socializers and Their Family Interactions

Family fun

This type favors fun with family members. Even if he can't avoid his least favorite relative's annual Thanksgiving visit, he can usually find positive, diversionary activities to dull any unpleasant sensation he may feel. There are always group tours of the city, trips to the zoo or beach, or a group restaurant experience—all large enough arenas for separation within group activities.

I's live in the moment

Interacting Socializers enjoy sharing the moment, and projecting more shared moments into the future. They dislike most solitary activities and want to perform them with their family or friends. "Let's go for a swim!" or, "How about taking a walk with me?"

They like to feel that their family is close-knit and can solve most problems by verbalizing their feelings. When a family member hurts their feelings, they typically withdraw from them to recover, seeking solace in other family members or friends who can caringly listen to

them vent their emotions. They tend to feel overburdened with secrets or with having to hold in their feelings. If they dislike a close relative's behavior, they usually verbalize it. But unless they are aware of the difference between hating the person and hating the act, they may say regretful things if they are deeply hurt.

“Can we talk?”

The Interacting Socializer likes to go with the flow, but in an impulsive, spontaneous manner. He wants to talk about anything and everything, from current events and how they affect him and others, to more personal subjects family members may not want to discuss. He likes enthusiastic greetings, hugs, squeezes, and outward displays of affection, especially if other people are around to see how much his family loves him. In fact, outside witnesses who tell others about his family's outpouring of emotion for him can make an Interacting Socializer's day. His status needs will be bolstered by these external factors (people testifying about his popularity).

Interacting Socializers, more than the other types, have that youthful quality of keeping in touch with the child within themselves. They often feel less inhibited than others about discussing both their triumphs and their warts (as they perceive them) with their families. “Yes, I did some stupid things in junior high school, Sam. I smoked cigarettes in Kathy’s attic before her mom got home from work and once I even set fire to an overstuffed chair. Was I ever petrified! So I hope you won’t act as dumb as I did and can learn from my mistakes.”

About I children

Interacting Socializer children typically hear things like, “You don’t have to tell anyone about the fight Daddy and I had last night.” Otherwise, the entire neighborhood may know the family’s life history. For this behavioral type, talking about any experience, good or bad, is

almost as natural as breathing. As one observer pointed out, "Generally speaking, the Interacting Socializer may be generally speaking."

Young Interacting Socializers may get reprimanded for talking with friends at school, often while the teacher competes with him or a Dominant Director child for the class' attention. Solitary activities bore them unless they learn to view them as games or socially related experiences. Of the four types, Interacting Socializer children respond the most spontaneously to treats and rewards when they've memorized their spelling words, or correctly played a musical piece. On the other hand, anything that smacks of potential stardom attracts these children like bees to flowers. Plays, recitals, pageants, or anything that draws special attention to themselves command their interest.

Unlike Dominant Directors, Interacting Socializers often respond positively to anyone's and everyone's attention almost from day one. Interacting Jessica gurgled and smiled at anybody within view, many of who commented on her precocious flirting. According to Jessica, the world was populated by no strangers, only potential friends and allies.

People can help an Interacting Socializer deal with this need for universal approval by gently reminding him no one can please all the people all the time, not even him! For instance, the Interacting Socializer child who gets lost in a department store may continue wandering away without realizing it, enchanted with the unending array of toys or games, talking excitedly to anyone who'll listen.

"This will hurt me, too"

Although few parents enjoy dispensing discipline, Interacting Socializers often feel literally as badly as their children do when they dole out punishments. "Barry, I hate to have to do this, but you ate candy after I told you not to. So no more sweets or TV for the rest of the day." Five minutes later he may return to Barry's room and ask, "How are you doing, Buddy? Do you want to go outside and practice soccer for

awhile?" Or better yet (from the Interacting Socializer's point of view), he'll point out Barry's unacceptable behavior to his wife and ask her to take care of it.

Peaks and valleys

This type tends to experience wide mood swings ranging from feelings of ecstasy to agony. There often doesn't seem to be much middle, smooth ground between the peaks and valleys. In this sense, they tend to live by their feelings. As a result, neutral feelings are equivalent to no feelings for Socializers. This perception fails to provide them with a needed gauge for determining what they want to do (that leads to increased good feelings) or avoid (because of the bad feelings which they experience). This stimulating, external orientation and sense of confusion results in overemotionality and a sense of confusion when they're under more intense pressure. "Can't you see I'm busy? Go away and leave me alone!" Or, under normal circumstances, they can be just plain emotional and sentimental. "Oh, Jamie, that's the most beautiful valentine I've ever seen!" In either case, I's seldom feel neutral about anything!

Enough is enough

We know one Interacting Socializer who told her preteen son more than he ever wanted to know about the opposite sex. This extended to off-color jokes, some of which were interpreted by her son as being personally directed. He felt embarrassed by his mother and thought she had acted inappropriately. Before friends came over, he began cautioning her, "Just say hello, okay, Mom? Joe doesn't know you that well yet, so please let him have enough time to get used to you." With her own feelings close to the surface, she felt hurt at first, but then cheered herself up by sharing her son's comments with her husband and sister. By

viewing his request through the eyes of humor, she came to better understand her son's point of view.

"Oh, no! I didn't check!"

Of all the behavioral types, Interacting Socializers are the most likely to forget about things—ranging from class plays to PTA meetings, special dates, personal appointments, etc. Because of this natural tendency, they can benefit by coordinating their family, work, and social activities on one calendar or pocket organizer so they don't disappoint family members and themselves. Gentle reminders to Interacting Socializers can help them anticipate a family event. "Remember, Howard, Sarah's birthday party is this Saturday at noon. Let's make sure we get ready early so we get all the preparation out of the way, okay?"

Sometimes this type may respond to hearsay and, typically, not check before they reach a conclusion:

Socializer Linda: "Harry, I'm not happy that you told Martha I've gained weight!"

Husband Harry: "Linda, that's not correct. What I said was you thought it made you look heavier than you are. Isn't that exactly what you told me?"

They may leap before they look

Interacting Socializers often need to look before leaping. This extends to openly addressing their children with emotionally weighty questions. "Jimmy, I heard a very disturbing rumor. Is it true you've taken drugs?" This could be toned down to something like, "Jimmy, I heard a rumor that I think you want to know about. I'm not going to let myself get upset, so just talk to me and let me know what is going on with you, since we have always cared about each other enough to be open and honest about our feelings, right? Is there any reason

for me to be concerned about drug use when you go out places with kids?" In this example, the parent asked open-ended questions while reassuring her son she was aware of her own tendency to get tense about situations and relationships that are important to her. The message was that she knows she has a problem to work on. Now she wants to know if they have a problem to work on—namely, drugs.

If the rumor is wrong, she will have both saved face and avoided accusing her son without justification. If her suspicions are confirmed, she can reassure Jimmy that she still loves him, but cannot accept the behavior. Then she can help him identify a course of action that will enable him to solve the problem without harming his self-esteem or jeopardizing their relationship.

Remember . . .

INTERACTING SOCIALIZERS'

FAMILY BEHAVIORS

- Shared activities with informal discussions...now and later
- Togetherness, which may include people outside the family in the fun
- Varied family activities in stimulating environments
- Spur of the moment decisions
- Focus on emotions and how family members feel about various matters which arise
- Tend to talk up or talk down others

INTERACTING SOCIALIZERS'

PREFERRED FAMILY SITUATIONS

- Talking about their innermost joys and fears

- Sharing warm, emotional moments
- Laughing, joking, and acting silly together
- Feeling accepted by the family for being dynamic and fun loving
- Relaxing and not having to deal with conflicts
- Feeling acknowledged as friends as well as spouses and children

Action Plan ...

HOW INTERACTING SOCIALIZERS CAN ADAPT THEIR BEHAVIOR WITH FAMILY/CHILDREN

- Monitor their natural tendency to jump to conclusions and wait for all the facts to come in
- Discipline their children when appropriate, instead of succumbing to the fear that the children won't like them
- Understand that there are times when they can benefit by toning down their feelings of excitement
- Write down significant dates and events

HOW YOU CAN HELP INTERACTING SOCIALIZERS MODIFY FAMILY BEHAVIORS

- Express appreciation and compliments first, suggestions second
- Pitch in and help them rearrange (or get rid of) their clutter
- Show them how a little more efficiency can free them to do more fun things
- Temper spontaneity with some family planning

- Talk to this type privately about perceived challenges and areas which require improvement

Steady Relaters and Their Family Interactions

“Like a bridge over troubled water”

Part of the Steady Relater’s appeal is that they tend to naturally accept and tolerate others, warts and all. They tend to soothe the entire household, getting along beautifully with all family members – they are the heart of the family unit. Steady Relaters genuinely enjoy the differing positive traits within their household and also succeed in overlooking the negatives exhibited by their family members. They personify considerate, neighborly, and predictable behaviors: the “teddy bear” temperament among the four types.

Today’s events are tomorrow’s memories

Steady Relaters are often collector types. They like to accumulate personal treasures, photographs, and souvenirs that aid them in reflecting about the way things were. They may balk at throwing any of these articles away because of the memories and sentimentality associated with them. “I know the image has faded on this photo, but it meant so much to my mother I just can’t part with it.” On the other hand, Dominant Directors may go through things once a year and throw out junk they haven’t used. “We never look at these travel folders any more, so let’s get rid of them.” By contrast, Interacting Socializers count themselves lucky if they can find some of their old keepsakes. “I know my high school yearbook is here someplace.”

Similarly, Steady Relaters often want to do things with family members in which they both share and have opportunities for reminiscing.

"Remember the time we all went to Aunt Agnes and Uncle Joe's farm for a week? You milked a cow and rode the horses." At times, Steady Relaters can overdo their affiliation with family routine and become possessive. "But we always go to John and Mary's for the holidays. Why do we have to go somewhere else this year? After all, for me things just won't be the same—it'll be like missing out on these holidays altogether."

About S children

Steady Relater children often try to please almost everyone with their easy-going temperament. Their parents typically say, "That child never gave me a bit of trouble," or, "What a good baby!" Relater children tend to ask for permission before touching breakables, TV sets, or food in the refrigerator—filling their parents with pride when the family visits someone else's house.

This is very unlike Dominant Directors and Interacting Socializers who may make themselves right at home. By comparison, Steady Relater children seem quite easy to raise. They are more likely to take naps when told to, do their homework on time (but may avoid doing extra work), and seek peace and quiet. Their Yes, Mom, and Yes, Dad, responses have such an endearing ring.

Young Steady Relaters like to both participate in and watch the world go by. Even as infants, they enjoy going for walks in their strollers, whether or not their parents stop to look at things or talk to people. And they would stay in their cribs or playpens much longer than the other three types, without complaining. When admiring onlookers compliment your Steady Relater toddler, he may smile, but also blush and bury his head in Mother's rib cage. He likes attention, but he prefers occupying a seat in the audience to playing a starring role. Later,

he may become a true team player, acknowledging everyone in his group for helping to reach the goal. A Steady Relater is not likely to accept, at least publicly, 100% of the credit.

Let's keep things as they are

Moderation in all things tends to be another theme this type often lives by. Everyone could relax under the same roof, doing the things they like best, but following the accepted guidelines of family structure. In the best of all possible Steady Relater worlds, little would age or change. No dissension, anger, or even elation would enter their family's lives. Continuity from the past to the present, projected into the future, is important to them.

It's a family affair

For the Steady Relater, preparing and conducting outings and vacations is a family affair. They like input from everyone concerned and prefer to map out the details of the schedule ahead of time. If they are not required to follow more rigid guidelines, they'll want to include easily paced schedules and relaxation breaks. They generally want everyone to get involved in the planning stages of the actual event. If Susie can't take part in a group meeting, Steady Relaters try to represent her interests by including something special for her. "We'll be close to the Hopi Indian reservation. Susie would love to see the Kachina dolls."

Show Steady Relaters you care

They appreciate feedback on favors they've performed. "Oh, boy, Kachina dolls! That sounds great, Mom!" or "Dad, did you fill my car with gas? That was really nice of you." But, Steady Relaters prefer that significant others notice their thoughtfulness without prompting. So

this type, especially, may not feel comfortable posting notes about impending birthdays or holidays. They prefer the family to remember on their own, just because they care.

A little bit of home

Steady Relaters may even begin their packing weeks in advance. They like to take extra things (such as home conveniences or emergency items) with them so they'll have what they may want at their fingertips. When Paula puts her suitcase together, she includes not only her clothing and accessories, but snacks, bandages, a small sewing kit, nail polish remover, cotton balls and swabs, plastic bags, large garbage disposal bags (in case it rains), vitamins, antiseptic, and anything else that she thinks her family may need.

"First I did this, then..."

Steady Relaters can sometimes be too set in their ways. Their literal mind-sets often think one step at a time. When a son, daughter, or spouse asks, "What did you do today?" the answer may become a chronology of the day's events: "I got up, exercised, showered, drove to work." Sometimes a simple, "I really didn't do anything out of the ordinary today," is sufficient. Additionally, they can learn to communicate in ways that aren't intended to elicit orderly recitations of similar blow-by-blow descriptions from other family members.

Unspoken needs

Communicating directly with loved ones about what may be bothering them can be a real problem for this type. Since they often make sacrifices and act as peacemakers in the family unit, they may inwardly expect acknowledgment and thanks, but fail to say anything about it. Taken to an extreme, this reticence about voicing their concerns, coupled with their modesty, sometimes places Steady Relaters in the tenuous position of martyrs or victims.

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When they've had enough

For instance, Dominant Director Dick thought something was amiss in his relationship with his wife Sharon, a Steady Relater, but he never broached the subject. One morning Sharon cleaned out her drawers and began tossing her clothes into crates, cartons, and assorted luggage.

"Hey, what are you doing? We're not going on vacation," Dick said, in his Dominant Director way.

Since her Steady Relater's book was virtually brimming with check marks, she said, "We never go on vacations. That's one of our problems."

"What about three years ago when we had the quiet vacation at home?" countered Dick.

"You call that a vacation? You stayed home from the office and brought a briefcase full of work with you. That's all you did!" Sharon said. "I'm leaving you, Dick. I just can't stand it any more!"

"What are you talking about?" Dick pursued, wide-eyed in his disbelief.

"If you don't know by now, I'm not going to enlighten you," Sharon retaliated.

"I know!" Dick said angrily. "Sharon, tell me the truth. Is there another man?"

"There just has to be, somewhere!" sighed Sharon, slamming her suitcase shut. With that, she left. When a Steady Relater closes the door, you may never get your foot in it again. Dick certainly never did.

Remember...

STEADY RELATERS'

FAMILY BEHAVIORS

- Generally, tend to be naturally group-oriented
- Want to do things together for the personal satisfaction of being with others
- Enjoy customary family events: "Every Thanksgiving, we go to Grandma's house."
- Like regularly scheduled and planned participative activities—"On Wednesdays, we all go bowling."
- Want to be shown sincere appreciation for all they do

STEADY RELATERS'

PREFERRED FAMILY SITUATIONS

- Their ideal families show how much they mean to them by expressions of warmth and displays of personal appreciation
- Like to help implement family decisions
- Home life is a well-structured and peaceful retreat where stresses seldom occur
- Live in the same, or similar, neighborhood all their lives
- Enjoy a lifestyle which is comfortably organized with predictable, routine schedules and activities
- No big surprises or changes disrupt them

Action Plan . . .

HOW STEADY RELATERS CAN ADAPT THEIR BEHAVIOR WITH FAMILY/CHILDREN

- Communicate more in abstract terms; i.e., accept less explicit, more generalized answers, when appropriate—such as exploring the big picture, new ideas, or the point of the matter
- Make decisions on their own, or take the initiative, when appropriate
- Recognize that change is inevitable
- Speak up when they're upset about something, rather than keeping silent until they've accumulated a list of grievances and pent-up frustrations

HOW YOU CAN HELP STEADY RELATERS MODIFY FAMILY BEHAVIOR

- Encourage a mutual dialogue on thoughts and feelings . . . good and bad
- Stress that not all situations/comments are personally directed
- Enlist their input in suggesting what tasks they can do and goals they can set on their own
- Tap their talents and encourage them to develop and grow, perhaps by seeking public recognition for them
- Help them assert themselves, when appropriate

S's Speak out

Like Sharon, Steady Relaters can benefit by realizing that those close to them may need reminders to thoroughly understand and

be responsive to their needs, wants, and expectations. But if those needs and wants are only hinted at, not directly verbalized, spouses and children may not grasp the importance of meeting our personal expectations. Steady Relaters can learn to say, "Jim, Timmy is your son, too, and it bothers me when you don't take more of a part in spending time and taking care of him. For instance, when you're home from your business trips, I think you could give him a bath once in awhile and read him a bedtime story without my having to suggest it."

"The times of our lives"

When it's time for Junior to go to college, Steady Relaters like to become an integral part of the proceedings. For instance, they may want to share in studying or otherwise preparing for exams, filling out college applications, or assisting with composing essays. They tend to view these mutual moments and tasks as the stuff memories are made of. Participating in situations like these can also help Steady Relaters better adapt to impending changes. In this case, the son will leave home in September, so sharing the times of our lives can ease the transitional period for the Steady Relater parent between the more comfortable, known past experiences and the less comfortable future ones.

Cautious Thinkers and Their Family Interactions

Cautious Thinkers proceed carefully

At times, this type's concern can be overdone. For instance, Cautious Thinker Ed was so fire-conscious he bought fire extinguishers for his two-bedroom home—one for the hallway and one for the bathroom. He organized fire drills for his family so that everyone knew what to do in case of an emergency. "Remember to crawl on your hands and knees so there's less chance of being overcome by smoke inhalation." Ed's cau-

tion carried over to other aspects of family life. If anyone expected to drive more than five miles in the car, he'd throw up the hood and tinker around inside, making sure everything was safe before starting out.

Other types may detect faulty communications and deal with them directly. But Cautious Thinkers are often uncomfortable with interactions gone awry. As Raymond says, "If I can just put it out of my mind, then maybe it never was 'real' to begin with." They may just sweep those thoughts under the rug and try to forget about them. "Maybe it will go away," they may think. When Raymond experiences strong emotions, he tends to step back initially and analyze them. He likes to figure out what's wrong first, then express it. "I like to work out strategies before I act. When I get angry, it's difficult for me to confront somebody to express it. I do not express anger readily. The stronger the emotion, the less likely I am to deal with it directly."

Fix mistakes, downplay emotions

Although he strongly dislikes making mistakes, Raymond says now he's more likely to admit that he does make them. "I apologize more now and try to fix it, if necessary." He admits this behavior did not come naturally to him. He learned it during his 17-year marriage to Gail, an Interacting Socializer.

On one occasion, Gail commented on the tense, strained atmosphere when they visited Raymond's brother Len. She wanted to discuss it with Len. Raymond tried to dissuade her from making a big deal out of a little deal, but she insisted. "I don't like to jump to conclusions," Raymond says, "so I'm likely to give people the benefit of the doubt." He talked with Len, a Dominant Director, about Gail's concerns, but "I didn't enjoy it," Raymond said. "I prefer to let it fly with him. After all, it didn't turn out 'rosy' with him like it usually does when I talk things out with Gail. He let me know he didn't appreciate the fact that I brought those things up."

Different interests

Cautious Thinkers typically gravitate toward practical hobbies and interests. They often enjoy computers, novels or educational subjects, collections (stamps, art, music, etc.), and other pursuits that involve more private individual involvement. They may prefer that the family share their interests, but many will continue enjoying themselves alone, having learned that their hobbies lean toward the esoteric. Raymond admits that he tends to be a real individualist, so he's had to consciously work at getting more involved in shared family activities. He likes to go hiking with Gail and his two daughters, but he also truly welcomes chunks of time alone that enable him to rid himself of stress. "It helps me clear my thoughts just to have such quality thinking time," he says.

About C children

Cautious Thinker children often seem to be more serious than the other types, partially by showing signs of organization and order at an early age. They stack their toys, keep their puzzle pieces together, and generally favor places for everything and everything in those places. Like Steady Relaters, they like to watch and observe, but Cautious Thinker children hold their emotions within themselves. These are intense children who may lose themselves in activities and often are seen, but not heard. In fact, they can become so involved in what they're doing they may not even hear others speaking to them.

Individuals who fit this type often do well in school because of their many compliant-appearing traits. They may find it hard to accept behaviors they see, such as children failing to finish their assigned homework or refusing to study adequately for tests (which tend to make this type nervous). They like to know the expected structure, the emphasized information, and how to derive the correct answers. Often, Cautious Thinkers intuitively invent their own structure, method, or model for understanding and processing what they need to know or

do. Of all the types, these kids don't want to be caught dead in public for not complying with commonly accepted standards of behavior, let alone those that they additionally expect of themselves!

Heidi, a 12-year-old Cautious Thinker, usually compiles a list before taking a family trip. She packs by laying her clothes out on the bed for her mother to check before putting them into the suitcase. This year, she made a two-sided list: one naming all the items, the other specifying color coding the day she plans to wear each outfit.

Individual time with loved ones

Camille is not comfortable with large public or family gatherings. Rather than shun these events, she has learned how to associate with those few people who make her feel most comfortable. Of course, she politely and briefly touches base with others. But she'll go off by herself to just be with another person so they can talk privately without intrusions. Camille, like other Cautious Thinkers, usually keeps secrets quite well. Her uncanny memory helps her discreetly sort out what individuals may do with information—avoiding any possible complications that may result.

Need to be right

Cautious Peter carefully loaded his family's luggage on top of the station wagon by methodically placing it in what he viewed as the best areas for each suitcase. However, after a half-hour of jostling around winding drives, a piece of luggage suddenly fell off the car and onto the side of the road.

"Let's put it inside this time," his wife Mary suggested. "There's plenty of room in the back."

"Well, the kids need quite a bit of room in back," Peter answered.

"But they have enough room. We'll get there quicker if the luggage goes inside," Mary persisted.

"I know these will fit on top if I just load them right," Peter pursued.

Irritated, Mary said, "Well, apparently you didn't tie them right before."

"Well, I'll make sure to this time," Peter said, resolute now in his decision to properly load every suitcase on the car roof. He'll show Mary who's right!

Like Peter, Cautious Thinkers have a need to be correct. In fact, more than any other fate, this type fears criticism of their work or efforts. Since they gauge their personal worth by their precision, accuracy and amount of activity, Cautious Thinkers pride themselves on their efficiency and perfectionism. But, if taken to its worst extreme, such perfectionism runs the risk of turning into nit picking, faultfinding, or even thick-headedness.

"Read my mind"

Because they tend to be more comfortable thinking about their feelings than expressing them to others, Cautious Thinkers may expect people to know what they think, especially those who know them well. For 47 years, Cautious Thinker Helen agonized over the fact she had taken care of her mother-in-law since the beginning of her marriage. She expected her sister-in-law, Grace, to volunteer to house Nana for a few years. But Grace never offered. Helen's Interacting Socializer daughter finally asked her, "Well, did you ever discuss this with Aunt Grace?"

"Of course not!" Helen answered. "It was obvious what was going on. She just didn't want to take care of your grandmother."

"How do you know she felt that way if you never discussed it with her? Maybe she just assumed that was how you wanted it," the daughter pursued.

"She knew and didn't do anything about it," Helen said.

According to her, Grace had let her down. But Helen had never mentioned a word. Helen's thinkings got hurt. Sensitized Cautious Thinkers may sever relationships like this because, "Of course so-and-so must

have known better! After all, I would!” But, the facts of human behavior tell us that unless so-and-so, too, was a Cautious Thinker, she may very well not have understood.

Self-discipline and logic

“I guess I’d like to be the boss because I like to have things my way, but it doesn’t often work, so we usually have to compromise.” By talking, however reluctantly, Raymond and Gail have arrived at common rules for disciplining the children. “I like self-discipline. I expect a lot from myself and those around me, but I’ve learned to be clear about my expectations. If they don’t measure up, I tell them. “Look, I told you to clear the table and you didn’t do it. You’ve started another task. First, finish clearing the table before creating another mess.”

Others sometimes perceive cautious Thinkers as too picky. They ask lots of questions. “What about this, what about that?” One observer who married a Cautious Thinker says that sometimes their questions may even seem like an inquisition to others. She commented, “When something bothers them, count on at least 20 questions. Maybe they’ll spread them out over the day, but they’re still there.”

Non-Cautious Thinker Wife: “Let’s go to the movies tonight.”

Cautious Thinker Husband: “What’s playing?”

Non-Cautious Wife: “I think the new Robert DeNiro movie began Friday.”

Thinker Husband: “Where is it?”

Wife: “I don’t know, but almost anywhere is fine with me.”

Thinker Husband: “Well, what time does it start?”

Wife: “I don’t know what time it starts!”

Thinker Husband: “How can you expect to go somewhere when you don’t have any kind of plan? Besides, what will we do with the kids?”

Wife: “I’ll tell you what. I’ll go to the movies and you can stay home with them.”

A more productive dialogue

This malfunction in communication could have been prevented if the couple had been more responsive to each other's needs. The wife, recognizing the fact that her husband needs data, could have supplied him with some. "The movie begins at 7 p.m. at the Garde Theater. Maybe your sister can watch the children." Or she could have enlisted his help in figuring who could baby-sit or asked, "Do you have another option?"

The husband, observing his wife's stressful, emotional state could have acknowledged her feelings, "You seem emotionally drained. Do you want to talk about it?" or, "It does look like you might want to get out for awhile. Am I correct?"

Like Dominant Directors, Cautious Thinkers can become even more effective dealing with people by demonstrating greater concern and appreciation for others. A useful technique for accomplishing this would be sharing feedback, such as: I really appreciate that," or, "How thoughtful of you! Thanks!" Cautious Thinkers can also benefit by learning how to deal more directly with difficult people and situations. This includes quicker adjustments to disruptions, deviations, disorganization, or errors. They can concentrate on turning things around rather than dwelling on frustration responses like "I told you so," or "I knew it all along" or "What can you expect?"

Nobody's "perfekt"

Cautious Thinker adults can become more productive in interactions with their children by admitting to their youngsters it's natural and expected that people will make mistakes—even themselves. "Steven, I want you to look at this algebra problem I just did. The first time, I made an addition error. That's one of the reasons I'm more comfortable checking." Examples like this one can serve to help a child

gain a more realistic perspective about the limits of all types of people. It also explains to the child why the Cautious Thinker parent behaves the way she does toward others.

As natural critical observers, Cautious Thinkers may also practice easing up a little on what their children may perceive as raining on their parade. When the neighborhood kids go roller-skating, perhaps it isn't necessary to analyze their skates for near-perfect wheel alignment and performance capabilities. Children need to experience some aspects of life spontaneously; otherwise their capacity for just plain having fun may be snuffed out.

Remember . . .

CAUTIOUS THINKERS' FAMILY BEHAVIORS

- Although they're naturally more stiff and formal with strangers, they can be quite demonstrative with their family
- They are most comfortable when family members exercise caution and look before they leap
- They carefully guard the safety of their family
- They keep mistakes at a minimum
- They practice self-discipline and the pursuit of quality
- Spontaneity and emotionalism take a back seat to caution and logic

CAUTIOUS THINKERS' PREFERRED FAMILY SITUATIONS

- Their home environment is organized, neat, and efficient
- Their family behaves logically

- Their family behaves logically
- Other people in the home adhere to their (Cautious Thinker) standards
- They can choose to interact or not, and their family will understand
- They want to be right; when mistakes happen, they prefer to 'fix' them
- They prefer individual time with loved ones

Action Plan ...

HOW CAUTIOUS THINKERS CAN ADAPT THEIR BEHAVIOR WITH FAMILY/CHILDREN

- Accept the fact that no one is right all the time . . . not even them
- Vocalize their feelings more often (or what they think about their feelings)
- Occasionally behave spontaneously
- Voice their disapproval or criticism in a caring way
- Lighten up and not act and think so seriously at home

HOW YOU CAN HELP CAUTIOUS THINKERS MODIFY FAMILY BEHAVIORS

- Encourage them to verbalize positive thoughts and feelings about family members
- Help them lower their perfectionistic standards for some things
- Calmly explain that caution can sometimes be overdone
- Gently prod them into seeing the humor in their own foibles and those of others

- Mix occasional spontaneity with planning and organization

Help them view life less critically and more optimistically.

Chapter 7

Romance, Romance!

One person's attraction is another's distraction

Just as each behavioral type has different needs and fears in other life settings, they may also have different general patterns and relating preferences in a romantic relationship. Visualize a Dominant Director, Interacting Socializer, Steady Relater, and Cautious Thinker you've dated, known, or would like to know more intimately. Then apply these general romance enhancers to maximize your next encounters with people of each personal style, based on your newly found insights about their wants and needs.

Dominant Directors and Romance

D's usually know who they want

When Dominant Director Rory sees someone he's enamored with, he goes after her. After meeting Jane, he decided he wanted to win her love. Since he's going to graduate school and, consequently, studies for hours in the library, he often asks Jane to come along so he can spend more time with her. Then he assigns her chores: searching the subject and authors' indexes for books, locating newspaper articles on microfiche, and running out to pick up sandwiches for lunch. Even in romance, Rory

uses his Dominant Director tendency to delegate. Unless he's specifically told otherwise, Rory assumes it's okay to take the initiative. From his perspective, Jane can say no if she wants to, so if she doesn't object, he assumes she wants to do various things he requests.

And what they want

His assumptive behavior extends beyond delegating duties to Jane. For example, if he's double dating with Jane and another couple and feels like getting a back rub, he'll just directly ask for one. If Jane refuses, he'll ask his friend's date. Once while eating in a restaurant, Rory even startled people when he complained, "My toes have cramps in them. Will you crack them for me, Jane?"

Embarrassed, Jane replied, "Here? Now? You've got to be kidding!"

"Why? Is it disgusting? They really hurt, Jane." His roommate's date Sylvia made eye contact with Rory, so he pursued, "Sylvia, can you please just pull my toes a bit for me?" Not knowing what to say or do, Sylvia, a Steady Relater type, reluctantly submitted to his insistent request.

Rory's roommate Walt, another Dominant Director, uses a somewhat similar approach. He and Rory routinely inquire all around their apartment house for someone to type their college projects—free, of course. "If they don't want to do it, they can always say no," Walt and Rory contend.

If a man calls Dominant Director Holli to say, "I'd like you to come with me to La Jolla Shores on Saturday. I'll pick you up at 11:00," she understandably wants some input regarding time and place. She says that in these situations, she's tempted to say, "Hey, wait a minute. Why La Jolla Shores? I'd rather go up to Del Mar. And another thing, how about picking me up at a time that's convenient for me, too, rather than just you?"

When D's make up their minds

Dominant Director Melody chased Stan until she caught him. When she met him, she decided, "This is it." Even when Stan told her the relationship would never work, Melody was determined to convince him they were a good match. For months she fielded his objections, saying she had a clear picture in her head of the two of them together. Finally, he too began to see what she had seen all along. Melody describes her iron will like this: "When I make up my mind, I'm like a little terrier dog chewing on a slipper. You can shake me and try to grab that slipper away, but I hold on no matter what. And do you know what? I've always gotten what I wanted that way."

But sometimes the Dominant Director's will doesn't square with the logic of a situation. For example, when John went skiing for the first time with Maureen, he thought skiing looked easy. A self-proclaimed natural athlete, John just knew he'd be good at it. Far be it for him to allow a little thing like never having done it before to keep him off the advanced slopes. Besides, if Maureen could do it, surely he could. So down he went, shooting out of his chair lift full speed ahead. Multiple bruises later, John learned the hard way that some things do require more than the self-proclaimed attitude, "Of course I can do that."

Love me, love my alma mater

When Don took Ann to visit his old college alma mater, he expected her to mirror his enthusiasm about the place, even though the temperature was 35 degrees, the wind whipped through the campus, and rain pelted them as they walked around the football stadium. "I scored the winning touchdown here in my first game," he told her. "What a welcome that was!"

"Don, I'm soaking wet. Can we go someplace indoors now?" Don made hard eye contact, then withdrew, hardly speaking a word the

rest of the afternoon. “Are you angry with me because I didn’t want to go outside while it was thundering and lightning?” Ann finally asked.

“I can’t believe you don’t share my thoughts and feelings about this campus, Ann. I’m really disappointed.”

Ann, perceiving this as the beginning of the end of their romance, asked, “Are you trying to tell me that we won’t be seeing each other any more?”

“No, I just wanted to tell you how much this means to me, that’s all,” Don answered. “I’d like you to get excited about it tomorrow.”

In this example, Don succeeded in saying exactly what he was thinking, communicating the information to Ann, and verbalizing the importance of her sharing his enthusiasm about the campus. Dominant Directors may blow off steam, feel better, and then want to pick up where they left off as though nothing happened.

D's can learn to relinquish control . . . once in awhile

Dominant Director Holli says she can benefit by learning to allow her date to take control some of the time. Since she typically likes to call the shots in her relationships, she could profit from permitting more mutual give and take. She admits that when she sees evidence of her date wanting control, at first she tends to view that trait as a negative.

She also says more benefit could be derived from trusting her dates more. Since Holli was and is an independent woman, she’s used to doing things the way she wants. Consequently, she often has to consciously force herself to do things according to someone else’s perspective. Since this type is generally very comfortable making unilateral decisions, they may unwittingly leave out the other person’s point of view altogether. They may naturally continue this behavior in the dating world, unless someone gently enlightens them about this personal blind spot.

They let others know

This type tends to make strong requests. “Requests?” Al said to Mary. “You don’t make requests, you make demands. You say it like it’s an order!”

“Well, how do you want me to say it?” Mary asked.

“Like I have some choice. It seems clear that when you make up your mind, there is little or no choice.”

“Give me an example,” she said.

“All right. I’d like to go to the beach this weekend, but I’m open to suggestions. That still leaves me an option.”

“That sounds reasonable. I’ll try it this time,” Mary responded.

Dominant Directors may want to tell love interests some things ‘for their own good’. But the recipients of these words of wisdom may not respond in kind. Al says, “Mary has learned not to put her fingers in the gears.”

This means she now asks first. “Do you really want me to tell you the bottom line?”

“If he says yes, then he has to deal with it. So now we’re both more tuned in to the results both of us want,” she says.

They tell it bluntly

So brace yourself for direct comments from a Dominant Director. If the answers to certain sensitive questions may result in hurt feelings, it may be advisable to ask less blunt ones, instead. Even when they try to be tactful, Dominant Directors waste no time in telling their opinions. So when Veronica asks, “Mark, do you like my new outfit?” Mark may say, “Are you sure you want to know?”

“You don’t like it?” Veronica inquires.

Naturally blunt, he may say, “No, not at all.”

“Why not?” she asks.

“It looks cheap. You look like you just stumbled out of a thrift store.” Of course, his lack of tact may be unwelcome, but most significant others know just where they stand with a Dominant Director. If the Dominant Director gets his or her way—and of course, they’re more than likely to try—their dates will at least seriously consider their advice.

An enjoyable evening?

Dominant Director Matthew may initially find it difficult to yield to his dates’ visions of a pleasant evening. When he asks her to a specific restaurant, he may automatically balk if she suggests dinner at an alternate place. “Boy, that must be a half-hour drive. I’m on the road all day, so I’m really not looking forward to driving again,” he may protest. But if she offers to drive, he may capitulate. Why? They’re natural negotiators. If Dominant Directors contemplate giving in, they typically want something in return. That way, they still get that key result they want.

In pursuit of the bottom line

Ryan, another Dominant Director, has to force himself not to complete his dates’ sentences and thoughts. He interrupts to get to the bottom line quicker. “Why waste time searching for the words when I’m right there to supply them?” Others may interpret this behavior as his version of filling in the blanks. But who wants to think of herself as a blank? Besides appearing rude, Ryan risks not really knowing how his dates think or feel about matters. He could learn to count to 10 (at least) and let others say what they want at their own pace, in their own way.

“I’m the manager”

Dominant Director Christine’s latest love interest lived 12 miles away, so she decided to find another apartment for him that was with-

in walking distance. “Guess what? I’ve found an apartment for you and Gil just two blocks from mine.”

“But we don’t need another apartment. We like it here,” Chad protested.

“You know how you hate getting up early, right? Well, this summer you’re going to have to get up an hour and a half earlier to commute for your internship. If you live here, you can take the train and leave a whole half-hour later. Plus, you’ll be closer to me,” Christine explained in her most charismatic voice. (Dominant Directors can be quite forceful and charming, if they want to be.)

On moving day, Christine choreographed the traffic flow, duties, and pace for both Chad and Gil. If they wanted to sit down, she chided them, “You’ll get done quicker if you save your break until the first load is hauled off.”

“Christine, you’re really beginning to bug me. What exactly are you doing, anyway? Besides giving orders, I mean,” Chad asked. “Why, I’m managing this entire project, of course,” Christine said.

“Well, stop managing and start lifting,” Gil and Chad laughed, handing her one of the heaviest cardboard boxes. “How does it feel to be one of the slaves, instead of their overseer?” Gil smiled.

Christine smiled, too. But Gil’s analogy flashed into her brain as a new, heightened glimmer of self-awareness. “I guess I can come on strong sometimes, but at least I’ve cultivated a sense of humor about it,” she said.

Remember . . .

DOMINANT DIRECTOR

DATING/ROMANCE CHARACTERISTICS

- Seek results-oriented relationships—“What’s in it for me?”
- Like to assume the role of pursuers
- Want to set the unwritten rules for the relationship

- Like winning over the other person and reaching their relationship goals
- Are likely to ask for whatever they want
- Want to take control of the relationship
- Often delegate duties and concerns

DOMINANT DIRECTORS' PREFERRED DATING BEHAVIORS

- Special arrangements by the date to be available for them
- A lot of control in deciding where to go and what to do
- To say what's on their minds
- Not being asked questions whose answers may harm their chances of meeting their needs (desired results)
- To negotiate—"I'll concede this if you'll do that"

Action Plan ...

HOW DOMINANT DIRECTORS CAN LEARN TO ADAPT IN DATING SITUATIONS

- Compromise occasionally, instead of insisting on doing things their way
- Accept other viewpoints as valid, too
- Participate more, delegate less
- See themselves in a more light-hearted way

- Avoid interrupting
- Make requests instead of demands

HOW YOU CAN HELP DOMINANT DIRECTORS MODIFY THEIR DATING BEHAVIOR

- Gently remind them when less desirable behavior surfaces
- Use shared humor to help them laugh at their own imperfections
- Calmly tell them how their behavior makes you feel
- Speak non-judgmentally and stick to the facts
- Try negotiating, yourself—“Next time I get to choose”
- Repeat, when necessary: “I’m not comfortable with that situation.”
- Explain that you want a voice in decision making, too
- Let them know that you appreciate it when they listen patiently

Romance and Interacting Socializers

There's a party going on

The Interacting Socializer’s favorite dating, and date prospecting, spots tend to include places with party atmospheres. If he doesn’t go to an actual party, then comedy clubs, dances, concerts, galas—almost anywhere where he can see and be seen—will do. Joyce and Joe are two such party animals. Although not romantically involved, they often drive to a happening together, then mingle with the rest of the singles, working the crowd as they explore interesting possibilities. Each has perfected the process of zooming through the room for prospects, scanning from a distance, and then finally emoting up close and per-

sonal when they get that magic feeling. They even jokingly refer to themselves as Spuds and Studs.

Putting on a show

Flirting by an Interacting Socializer is likely to appear quite obvious. Other types may almost imperceptibly crinkle up the sides of their mouths and consider that flirtatious behavior. Not so for Interacting Socializers. They may grin, wave, wink, hold hands, or otherwise leave no doubt that they're interested when they make up their hearts, rather than their minds, about pursuing someone.

The idea of meeting a new potential love interest fuels them for putting on a good show. This type of person, more than any other, can act his perceived part and then project himself into the audience to sense the impact of his own theatrics. Tuning into other people's positive reactions to him serves to reinforce notions of his own desirability. They exude and often captivate their audience with outspoken charisma. Whether the performance consists of dancing, telling jokes, sharing anecdotes, or posing in an eye-catching outfit, observing their Interacting Socializer behavior while on the prowl is an entertaining experience.

They may play the field

As a group, Interacting Socializers are likely to enjoy dating lots of different people. To paraphrase a quote from the classic movie *The King and I*, Interacting Socializers can behave like bees—flitting from flower to flower to flower. They tend to feel comfortable with a rather active, or even hectic, dating schedule. “Let’s see, I’m going to a play with Ralph Friday night, then off to the beach with Scott on Saturday afternoon, miniature golfing with Ted Saturday night, and then a cocktail party with Ralph again on Sunday.”

Falling in and out of love

Of all the types, Interacting Socializers report succumbing more to falling in and out of love (or, at least, fascination with others) than their counterparts. They may become quickly smitten, then almost as suddenly transfer their affections elsewhere. Since they are comfortable with newness and change, it's rather natural for them to keep their options, and their eyes, wide open. Yet they're impulsive. "Yes, let's get engaged!" At the extreme, this practice can lead to later regrets and fanciful thoughts of what might have been; and possibly a roving eye. But when someone really very special comes along, they're also likely to fall faster, harder, and more passionately than others.

Flattery may get you far

Flattery may carry you a long way with Interacting Socializers. They enjoy glittery compliments more than the other types, even when they perceive them as sounding a bit much. Similarly, they may freely compliment others. "John, I wish I had a shirt like that. It's so soft and it makes your body look great." At times this rather uninhibited behavior may be interpreted by more restrained people as a come-on, whether the Interacting Socializer intended it that way or not. Interacting Socializers may view these comments merely as part of socially acceptable behavior between two people of the opposite sex, especially if they share a repartee filled with humor and wit. Interacting Socializers tend to admire quick, witty minds and enjoy verbal jousting, as long as the other person avoids sarcasm at their expense—something they're guaranteed with long-time friends.

Is may have telephonitis

Since they tend to be natural conversationalists, they usually like social telephone interactions, too. Their calls can stretch into hours. We even know one who liked to play Golden Oldies via the phone

while he filled the role of deejay. "Wait till you hear this one. It's a classic," he'd voice into the mouthpiece. Then he'd spin the record (or play a tape) for about 30 seconds while his girlfriend played the role of a contestant on NAME THAT TUNE.

The burden of boredom

When George asked Interacting Socializer Jean to accompany him on some errands at the Motor Vehicle Department, bank, and hardware store, she said, "Gee, George, those things are boring, boring, boring! How about if I go shopping while you run around to get your duties done. Then we can meet for lunch." This tendency to want to escape from confining, uneventful circumstances is typical of this type. She apparently wants to see George, but not necessarily under just any circumstance.

Interacting Socializers are likely to want time off from the potentially smothering one-on-one pairing to go out with friends or otherwise participate in some activities without their main squeeze. Sometimes, just the thought that they have the option to go out with the girls or guys, if they want to, is sufficient to satisfy their need to freely flap their own wings.

I's like excitement and surprises

Non-Interacting Mel: "Eileen, about our date Saturday night. There might be a problem."

Interacting Socializer Eileen: "Uh oh, what kind of problem?"

Mel: "My cousin just flew in from Jacksonville and will only be here through Sunday afternoon."

Eileen: "And the problem is?"

Mel: "Well, he's already seen the movie we wanted to go to. I haven't seen him in so long, maybe we can postpone our date till later in the week."

Socializer Eileen: “We can go to the movies any time. If you’d like, I’d love it if your cousin came along with us. I could fix him up with Cheryl, or we could go sightseeing. I don’t care. It would be an adventure to play tourist guide. I’m sure I could help him have an even better time than usual.”

While some types tend to look forward to a particular event, Interacting Socializers like Eileen often welcome less ordinary activities. Whatever their reaction, their emotions generally come through loud and clear for their dates to read. In fact, parents may caution grown Interacting Socializer sons and daughters, “You wear your heart on your sleeve. Why don’t you first consider whether keeping some of your reactions to yourself may be more appropriate, at times?”

Naturally flirtatious

While on dates with Steady Relater Corinne, Interacting Socializer Ken continually flirted with other women. He’d smile and say hello to perfect strangers—all female, of course—and make approving guttural sounds when a good-looking woman passed by. Noticing that Corinne was uncharacteristically quiet, he said, “Aw, Corinne, you’re not mad at me for having a little fun, are you? C’mon now, where’s your sense of humor? I’m just trying to have a little harmless fun.”

“A sense of humor!” Corinne snapped. “This has nothing to do with a sense of humor. This has to do with being rude and hurting my feelings. I don’t behave that way when I’m with you, and I think at least you could have the decency to reciprocate.”

“Wow, Corinne! You sure are touchy tonight!” Ken mumbled.

“Look, you’re the one who asked me out, Ken. It’s really insulting to me when you flirt with other women right in front of me. If you’ve got to do it, reserve it for sometime when you’re with the guys, okay?”

Since other dates had also displayed negative body language when he acted friendly and had even said they were busy the next time he called, he later reconsidered what Corinne had said. He realized her observations might have been, unfortunately, right on target. Later he called her, saying, “Thanks for straightening me out last night, Corinne. Of course, I really didn’t mean to hurt your feelings. I don’t particularly like negative feedback, but I guess you’re right after all. I’ll try to be more considerate from now on, all right?”

Notice that Corinne expressed her concerns in terms that Ken could clearly understand—her feelings—and how his behavior affected them. If Interacting Socializers perceive that they’ve made someone feel badly, they’ll usually prefer to know about it, if it will allow them to smooth things over and make their relationship right again.

Remember...

INTERACTING SOCIALIZER

DATING/ROMANCE CHARACTERISTICS

- Seek approval and admiration from the date
- Like excitement, variety, and light-hearted fun
- Enjoy the thrill of the chase (romance)
- Tend to look for a socially acceptable match that may provide the bonus of favorable attention
- May want to date many people simultaneously or play the field
- May become rather easily infatuated, experiencing love at first (or at least second) sight

INTERACTING SOCIALIZERS'

PREFERRED DATING BEHAVIORS

- Unexpected situations and surprises tend to energize them
- Their dates pay obvious attention to them, in private and in public
- Like to share fun activities with their companions, but will go to extremes to avoid duller, routine tasks
- Prefer a date who lets them know how much he or she is admired
- Like to laugh and maintain a light-hearted tone
- May want universal approval from past and present dates; they like to remain on friendly terms
- May want space in their relationships to satisfy needs to socialize with those who are important parts of their lives

Action Plan ...

HOW INTERACTING SOCIALIZERS CAN ADAPT IN DATING SITUATIONS

- Downplay their openness and, at the extreme, their flirting or showing off
- Focus more attention on their date and less on themselves (or the impact they're making)
- Tone down their tendency toward gushiness, a trait that can cost them some credibility
- Censor their words, rather than say whatever pops into their heads at a moment's notice

- Commit, when appropriate, without accompanying feelings of confinement

HOW YOU CAN HELP INTERACTING SOCIALIZERS MODIFY THEIR DATING BEHAVIORS

- Warmly explain that quiet moments are sometimes appropriate
- Offer to assist them in getting more organized
- Pitch in and help them finish one thing at a time
- Share in making small changes instead of bigger, more impulsive ones
- Plan some things, proceed spontaneously with others
- Don't trample their dreams, but mentally divide their ideas in half
- Specify secret information

Romance and the Steady Relater

They aim to please

When Steady Relater Sid attended a hockey game with his date Shelley, he brought fresh snacks galore, offering Shelley cantaloupe wedges, bananas, grapes, and orange slices. “Is there any more cantaloupe left?” she asked.

“Oh, no,” Sid said, “I’m sorry, but I just ate the last slice. If I’d known, I would have given it to you. Would you like my orange instead?”

“No, thanks. My taste buds were set for cantaloupe, but it’s no big deal.”

“I know you must be hungry. How about half the orange?”

“No, thank you, really,” Shelley answered.

“What if I peel it for you?” Sid persisted. To a Steady Relater, service is his business. He literally aims to please as a way of satisfying his own need for amiable relationships with others.

After a positive first encounter, Sid will pursue from there, trading off preferences. “This first time let’s do what you want, then next time maybe what I want, okay?” He likes a reciprocal-dating situation, even though you can see that it’s a lot harder for him to assert himself in developing one.

But will this last?

After the relationship has endured for a year or so, this type slowly begins to think that it may last. Steady Relater Cecelia actually dated her boyfriend for 11 years, thinking he’d eventually feel ready for marriage if she just waited long enough. However the time for the big decision never did arrive.

S's tend to stick with their dates

At a party, Steady Relater Polly felt as though she would devote most of her attention to her date. Unless he knows people there, Polly’s inclined to stay with him, even if her close friends happen to be there, too. She wants to make sure her date has a good time.

Polly says that if she decides to flirt, she does it subtly by smiling gently, telling stories (perhaps even about herself, but never about him), while acting helpful and pleasant. Even if she thinks wonderful things about him, she doesn’t tell him so until later in the relationship. Her brother Ken, another Steady Relater, concurs.

Less is more

Steady Relaters often shy away from anything that smacks of being too overdone. They’re basically more middle-of-the-road people who

like things on a steady, even keel—No extreme hairstyles, obviously overdone makeup, ultra-flashy clothes, or embarrassing dating prospects for them.

Price consciousness

Steady Relaters tend to view dating behavior as located between extremes. Consistent with this relative reservedness and comfort with moderation, they are typically more price-conscious. Consequently, Steady Relaters may be very aware of what a date will cost. At a restaurant, they may think twice before ordering the most expensive thing on the menu, even if they might be really tempted to risk this splurge. When invited to a school dance, they almost immediately think in terms of the finances of each step toward the big night: formal attire, \$?; hair styling, \$?; accessories, \$?; transportation, \$?. Then they add up all these prices (\$-?) and weigh them against how much they want to attend with that person (\$+?).

S's take things personally

As with other areas of the Steady Relater's life, he prefers that others discover him. Taking most things personally, he may particularly fear rejection in the dating market. He doesn't bounce back as quickly as some of the other types, so he prefers to hold, "Would you like to go to out for a drink or bite to eat?" until he's more assured of getting a yes answer.

If their friends say so

Many Steady Relaters entrust their friends with looking out for their romantic interests. If Ray and Sally say that Jack or Jill is great, then they're apt to go by their friends' recommendations. They prefer to meet the person with the friend who recommended them. An informal introduction at their house, a party, or a movie makes the Steady Relater most comfortable. Collective dates with friends allow them

the security of knowing they're likely to have a more pleasant time, whether they hit it off with the date or not.

“Chase me”

Steady Relater Ken says he often likes the woman to make the first move. He also appreciates her setting the pace for an intimate relationship, as long as she doesn't come on too strong or too soon. If he perceives he's being overpursued, he may become uncomfortable and deal with the situation by avoiding her. When she calls, he may not be there, or at least create the illusion he is gone. He'll arrange to have already made other plans or be busy on a project whenever she wants to get together with him. In typical Steady Relater fashion, he likes to avoid confrontation and wounded emotions, hoping she'll get the hint he isn't interested by his avoidance behaviors. As Ken says, “If I'm not ready, I'm not ready—and pushing me isn't going to get me ready any sooner, whether people think so, or not!”

S's like their dates sunny side up

Steady Relaters like their dating partners to exhibit a good sense of humor and a mild, easygoing disposition. Their ideal date generally is a person with a sunny disposition who laughs readily, smiles easily, perhaps knows a few good jokes or stories, and just enjoys spending time with them. This type wants to be sure their romantic interests think they're special and worth another person's time. Toward this end, they may choose to go along for the ride if the date just wants their company, sit in a doctor's office while the other gets some treatment, or even wait in the car while the loved one does some errands. Togetherness in this way appeals to them more than any of the four types.

Hum-drum for some, but fun for S's

They like constancy, those things they can count on doing week after week. In this respect, Steady Relaters tend to be creatures of habit. For

example, Saturday night may be reserved for going out, Tuesday, for dinner at home. And Thursday is probably for double dating at the movies with close friends. As with other aspects of their lives, they favor relatively smooth progressions in their dating routines. Although this type naturally prefers a minimum amount of stress, when they commit to someone, they want to make things work out. They often are willing to lend support and help their loved one weather the hard times by showing evidence of their loyalty and concern.

“You choose;” “no, you choose”

Since Steady Relaters often tend to accommodate their date’s wishes, they may give in to the date’s preferences without voicing their own. “Oh, any restaurant you like will do. You pick, okay?” At the extreme, when Steady Relaters allow their dates to make decisions for them, they may unknowingly set themselves up for victimization. Too much acquiescing can make them appear wishy-washy or opinionless, as well as contribute to their own feeling of being trapped. They can benefit by learning to speak up occasionally, saying what they’d really like to do instead of allowing someone else to dictate until it gets out of hand. By doing this, the problem often can be avoided in the first place.

S’s hesitate to hurt people’s feelings

By the end of a date, even though many Steady Relaters may decide that the person was not for them, they might go to the date’s place anyway. When Steady Relaters are invited home, they typically don’t like to appear too rude or brash. But if one thing leads to another, then the situation may accelerate to the point of becoming difficult to escape from the date’s apartment, all to spare the other person’s feelings.

“No, maybe, all right”

The same holds true for declining dates. Steady Relater Cindy says that even if she had a miserable time on the first date, she’d say yes to

subsequent ones. Why? She didn't want to make him feel bad. Back in the days when going parking was a common practice, she found it difficult to say no, even to the boys she hoped she'd never see again. Since then, Cindy says, "I've wised up and learned to be more assertive, to escape my doormat mentality." Yet another Steady Relater, Mary Agnes, says that except for a horrible first-time date, she usually will go out with someone who doesn't really appeal to her another time, just to confirm that her initial impression was right. After that, she'll avoid him by saying she's busy or by postponing telling him about the decision she's already made.

"Check with me next week or so and we'll talk about it, okay?" If her avoidance is successful, he won't call again and she'll be reprieved from putting him off yet another time.

Why trade the known for the unknown?

Steady Relater Randy has been a widower for 13 years. He confesses that he misses a real family, but he isn't sure he's yet found the person he wants to settle down with for the rest of his life. He's been seeing his receptionist Wanda steadily for six years, but doesn't feel he's actually in love with her, so he's still on the lookout for Miss Happily Ever After. Yet he can't seem to break off his existing relationship for a potentially more productive one. His attitude amounts to, "Why disrupt a sure thing?" Meanwhile, Wanda persists in the possibility that he'll make her the final offer.

Remember...

STEADY RELATER

DATING/ROMANCE CHARACTERISTICS

- Tend to cooperate and accommodate
- Like identification with the significant other

Seven: Romance, Romance!

- Give and like to receive sincere attention
- Naturally operate on a one-to-one basis
- Want to familiarize themselves with the unwritten rules regarding the relationship
- Tend to view dating in a more conservative, progressive, step-wise manner

STEADY RELATERS' PREFERRED

DATING BEHAVIORS

- Seek approval and some sincere, steady pursuit by the other person
- The dating process proceeds in a relatively routine, expected, uneventful way . . . with few unpleasant surprises
- Prefer to participate in the different facets of the loved one's life
- Generally want to share time according to a regular, slower-paced schedule
- May prefer to avoid a stressful relationship in favor of a calm, predictable one

Action Plan . . .

HOW STEADY RELATERS CAN LEARN

TO ADAPT IN DATING SITUATIONS

- Voice their opinions and thoughts, instead of deferring to their dates
- Say no, when appropriate
- Somewhat reduce their servicing tendencies to limit other person's dependence on them

- Accept some changes in relationships as natural
- Attend more to their own thoughts and feelings
- Act more assertive, when appropriate
- Understand and deal with other types' natural behaviors

HOW YOU CAN HELP STEADY RELATERS

MODIFY THEIR DATING BEHAVIOR

- Encourage them to aim higher
- Support them in verbalizing their thoughts and feelings
- Share in developing more assertiveness skills
- Help them plan for some disorganization in their lives
- Show them that disagreement does not necessarily equal an argument
- Assist them in speeding up, at times

Cautious Thinkers and Romance

C's prefer long-term statistics

The way to Cautious Thinkers' hearts is through their logic. Even with love, they tend to use a rational approach. "Before I let myself go, how realistic is it to be infatuated with this person?" They look at the long-term probabilities for a possible match. Forget about what his date says; what does she actually do to indicate what she's really like? Cautious Thinkers are the most naturally reticent and doubting of the four types, as well as the least verbal. Show me is their motto. Like Steady Relaters, Cautious Thinkers need time to establish a relationship. But they may also want to check your track record to predict the odds.

When Cautious Thinker Kathleen meets a romantic prospect, she likes to verify that they have common interests—job, movie, book, or vacation preferences, for instance. To Kathleen, someone interesting means a man who is low-key, quiet, conversational, and doesn't talk a lot about himself. She dislikes game playing and wants everything clearly spelled out. "If he says he'll call and doesn't, I'll give him one more chance and that's it." Compliments don't impress her. She wants to hear a sincere, "I'd really like to spend more time with you." "Wooing is not for me," she adds. Cautious Thinkers' logic can extend to gift giving. Often, they may give practical presents that fit the known, personal interests of the recipient—a small set of tools, a local road map, or a how-to book—instead of more romantic, personal items. Those are reserved until a much deeper, long-standing relationship has evolved.

C's use diplomacy

Cautious Thinker Ralph says dating is hard work. All that energy poured into pursuing a potential date drains him. He likes women to go after him, but like his Steady Relater counterpart, turns off to women who are too aggressive. "I try to be diplomatic. If a woman I'm not interested in keeps going after me, I'll be roundabout in telling her I don't want to see her any more. Maybe I'll make an excuse, like—I'm going to a wedding." Cautious Thinker Paul used this ploy and became trapped when his erstwhile date discovered he had told her a white lie. So Paul wound up going out with her one more time. This turn of events triggered enough assertiveness to tell her, "No more, please."

Hard to get back in their good graces

When the Cautious Thinker makes up his mind to break up with the significant other, it may take awhile before he can build up to it. The essence of the message is usually akin to, "I've given this adequate time and opportunity and this is just not going to work." When pressed,

they're probably able to tell you why, but not likely to do so unless assured it won't add fuel to the fire that keeps things burning, or even smoldering. Remember, they like dealing with specifics. And if forced into telling their former dates what's on their minds, they may beat around the bush anyway. Finally, when this type closes the door, they usually padlock it. So once they've made their decision, it's very difficult to get back in.

Do they care what you think?

One difference between the Cautious Thinker and Steady Relater is that the S type cares what you think; the C isn't generally as concerned about this. So Cautious Thinkers may not make an effort to get along with someone they dislike. They'll simply keep away from them or become even more quiet and reserved. Withdrawing is their way of coping when they're not having a good time. Here's a lesson: When dating a Cautious Thinker, keep your word. If you want to keep the relationship moving forward, be where you're supposed to be when you're supposed to be there and seek their feedback on how you're doing.

C's are likely to know quality places

Often, the Cautious Thinker can contribute helpful suggestions regarding where to go and what to do. This is an area where his emphasis on quality can really shine. "Soderman's Restaurant in Old Lyme has good seafood and reasonable prices. Or Jake's is good for chicken fried steak, Yankee pot roast, and grape nut custard pudding." Like Steady Relaters, they often opt for a proven favorite over a new place that may not meet their known standards.

And, of course, the proverbial icing on the cake is when the date acknowledges, "Andrew, you were absolutely right about this restaurant. The gravy on that chicken fried steak alone was worth the drive. What a well-kept secret! How did you discover it?"

They want to do things right

En route to the destination, the Cautious Thinker typically will have already found or called for exact directions, possibly writing them down while consulting a map. Cautious Thinkers usually become nervous and worried when they're with a person who wings it and isn't sure of where they're going:

But to a Cautious Thinker, getting there at the right time is important. This type often is very precise with exacting standards. Therefore, a Cautious Thinker may view a seven o'clock dinner reservation as a seven o'clock sharp deadline. Left to her own more self-disciplined preferences, she would have shown up on the dot, if not even sooner.

The sound of silence

When Cautious Thinker Darren and his long-time date Celia go to their favorite diner, conversation between them may sound like this:

Celia: "Well, Darren, what are you going to order tonight?"

Cautious Darren: "The usual." (Silence)

Celia: "Did you read about the air crash today?"

Cautious Darren: "Yes."

Celia: "Isn't it horrible? All those innocent people!"

Cautious Darren: "Yes, it is." (More silence)

Celia: "Would you prefer being alone?"

Cautious Darren: "No. Why do you ask?"

Celia: "Because I feel like I'm talking to myself. Pulling one-word answers out of you isn't much fun."

Cautious Darren: "My answers have been more than one word."

Celia: "That's not the point. The point is I feel like I'm cross-examining you. Try keeping up your end of the conversation, okay?"

Cautious Darren: "You know that I'm a quiet person of few words."

Celia: "Quiet is one thing; uncommunicative is another. I need you to talk with me, not just respond to my talking, all right?"

Cautious Darren: “All right, Celia. I’ll try to do better. Am I talking more now?”

Celia (laughing): “That IS better, Darren. At least you’re asking me something now.”

To Celia, talking is an important part of togetherness. To Darren, sharing the same activity may be enough. In this example, Celia tells Darren her specific needs. Darren, in turn, responds to those needs by talking more and asking her a question. By behaving uncritically, both can more easily see the positive side of their natural differences and learn to appreciate one another and develop a deeper, more mutually satisfying relationship.

Excited on the inside

Because Cautious Thinkers are, by nature, difficult for others to read, it’s helpful if they say what is truly on their minds. Typically, they may throw in a quiet suggestion that can become overridden by more boisterous dates or small groups who may literally not hear the Cautious Thinker’s comments. Since this type seldom discloses their real feelings and thoughts—except to a trusted, long-term friend or date, they sometimes hesitate to protest what the group decides. Sometimes they may think, “My opinion probably won’t change the outcome anyway,” so they hesitate to share their views. Then they may remain quiet because they resent their own compliance. Mustering up enough assertiveness to make sure their opinion is heard can contribute to a more successful group experience.

As in other aspects of their lives, they firmly control their emotions, so once romance has been offered and accepted, it’s doubly important that they express their feelings. Otherwise, the date may wonder if the Cautious Thinker still feels and thinks the same way about him. “Audrey, remember what we talked about last night? You seem so quiet, I’m just wondering if something’s wrong.”

“No, really, everything is fine,” Audrey assures him.

“Well, you don’t seem very excited about being in love.”

“Of course I am,” Audrey elaborates. “I just don’t show my excitement as much as you do. But I’m actually excited on the inside, even if it’s not apparent to you.”

Like Audrey, Cautious Thinkers tend to get inwardly enthusiastic. This can be frustrating for more talkative types, but is more easily tolerated when the feeling of excitement (or anger, happiness, warmth, etc.) is verbally communicated. They usually pursue others in a less verbal, more emotionally controlled, and painstaking way. They leave a lot to the imagination. “Does he or doesn’t he care for me?”

Their feelings for the loved one are usually shown by what they do for the heroine, not by what they say or promise. They seem to live by the axiom: “Talk is cheap. Let’s see what you do.” Even when they appear emotionally hooked, they sometimes don’t realize it until late into the film. Emotions, after all, are an area of less familiarity than things for Cautious Thinkers. And getting their emotions right can prove to be a greater task than they at first envisioned.

Once committed, though, Cautious Thinkers often become intensely involved in the relationship. They may even reach the point of over-protection of the time, the activities, or even the relationships of their mate with others.

Remember...

CAUTIOUS THINKER

DATING/ROMANCE CHARACTERISTICS

- Seek acknowledgment that they are right
- Want to share quality time
- Usually prefer to date only one person at a time

- Think about the possibilities for the relationship before falling for someone
- Look objectively at the loved one
- Proceed in a cautious, rational manner
- Look at probabilities and variables to determine if a relationship will last

CAUTIOUS THINKERS' PREFERRED DATING BEHAVIORS

- Dislike unexpected situations and surprises
- May want close to exclusivity in their relationship, doing most social things as a twosome
- Prefer a date with substance and depth
- Want some freedom in their relationship for alone time
- Observe and mentally collect 'date data' to help them make decisions

Action Plan ...

HOW CAUTIOUS THINKERS CAN LEARN TO ADAPT IN DATING SITUATIONS

- Accept the other behavioral types for themselves, without expecting them to become more like them
- Reveal more about themselves and their feelings
- Give and receive sincere compliments
- Participate more, go off by themselves less
- Behave less critically and more light-heartedly

HOW YOU CAN HELP CAUTIOUS THINKERS MODIFY THEIR BEHAVIOR

- Gently remind them that human errors can be reduced, not eliminated
- Help them tap their sense of humor by pointing out funny observations
- Encourage them to let their guard down occasionally
- Support them in developing more direct behaviors
- Help them verbalize their feelings
- Calmly point out that life consists of gray areas . . . not just black or white ones
- Demonstrate by your actions that you care about them—right or wrong

Birds of a feather . . . or opposites attract?

So which type is best suited for which? Which axiom applies: Birds of a feather or opposites attract? Actually, any type can be well suited to another if both make an effort to learn what is important to the other—and if they acknowledge their own, as well as the loved one's, natural strengths and weaknesses. If the two appreciate and accept each other, despite their respective natural limitations, they'll be on the way to a successful love relationship founded on mutual understanding and respect. The important thing to remember is that each behavioral type has needs which they strive to fill. But when both people in a romantic relationship put themselves in the other's shoes, then the potential for a more productive, mutually beneficial match increases significantly.

Dominant Director plus Dominant Director

Two Dominant Directors can try to dominate each other and become stubborn, impatient, and tough. "I'm the boss." "No, I'm the

boss.” At worst, this basic tug of war over the need to be the top dog can ruin a budding relationship before it ever really begins. A sense of humor, verbal expressions of each other’s admiration, and win-win usage of those natural negotiating skills in an accepting, understanding atmosphere can go a long way toward cultivating a romance between a Dominant Director duo. Like Stan and Melody, they can learn to listen to each other and come up with mutually acceptable solutions that allow them both to win.

Dominant Director and Steady Relater

Negatively, a Dominant Director and a Steady Relater can also result in a persecutor/victim type of unfortunate relationship in which each person becomes trapped in a nightmare of pace and priority differences. More positively, they can share a complementary pairing in which each one accepts and appreciates the different strengths that the partner possesses. This blend of types also gets a possible vote as the match made closest to heaven if adaptability exists. That is, the Dominant Director needs to compassionately listen to and draw out the Steady Relater and learn more about the Steady Relater’s feelings and opinions. Similarly, the Steady Relater has to understand the Dominant Director’s need to get up off the couch and do things in the process. They can also benefit by learning to accept, versus stand up to, the Dominant Director’s take charge positions.

Dominant Director plus Interacting Socializer

A Dominant Director/Interacting Socializer match may result in an activity-filled, risk-taking, dynamic duet. Or it can be a combustible battle of the century pitting will against ego. In its workable form, this combination can become a fast-paced balance between business and pleasure, with each type enhanced by the other. For this to happen,

the Interacting Socializer has to learn to accept the other's discomfort with discussing feelings at the expense of actual facts. The Dominant Director can learn to recognize the Interacting Socializer's natural priority for personal and shared feelings that may otherwise cause them to filter out problems and complexities. Dominant Directors can use their negotiation and delegation resources. Interacting Socializers can use their seemingly unending supply of enthusiastic ideas and positive energy to help both of them find common solutions to challenges that come along. Otherwise, each type may engage in a frenzied competition for what I want that leads in two different or opposing directions.

Dominant Director and Cautious Thinker

When Dominant Director meets Cautious Thinker, their mutual task orientations and inclinations for not verbalizing feelings can bond them. But their conflicting paces, quantity versus quality preferences and Direct/Guarded versus Indirect/Guarded lifestyles, can clash like an atomic blast. The fast-moving Dominant Directors can slow down their pace and learn to tolerate the Cautious Thinker's natural need for caution. On the other hand, Cautious Thinkers can recognize that Dominant Directors may become impatient and blunt, at times, and learn to verbalize their discomfort with those traits. Both want different types of control, but Dominant Directors go about getting it directly, while Cautious Thinkers do it indirectly. A move toward redefining their shared expectations and concerns assures them their desired results will be achieved. It can be the foundation for a powerful and unique type of bonding relationship between these two self-determined types.

Interacting Socializer plus Interacting Socializer

When two Interacting Socializers get together, they have been known to try making life a perpetual party. Or they may engage in a

bitter rivalry, each trying to outdo the other. They may even attempt to foist work onto each other. Since both prefer to deal in the realm of their feelings and the big picture, who will deal with the nitty-gritty details? The one who feels more comfortable with them may write tasks down for the other and help the loved one to get more organized. “Where there’s a will, there’s a way.”

Whatever the creative solution, chances are these two will want to entertain each other and have fun along the way, not to mention talk about virtually everything that pops into their minds. However, for this relationship to flourish, they have to first explore together and then agree about TCB—how they’ll take care of the business that must be achieved for them to keep feeling good about each other.

Interacting Socializer plus Steady Relater

A Steady Relater/Interacting Socializer duo often provides a warm, emotive, mutually supportive combination. But it has also been reported to end with the Steady Relater’s resenting the partner’s search for center stage, universal approval, and flurries of activity—often in the absence of the Steady Relater. In this scenario of conflict in natural chemistry, the Interacting Socializer may feel squelched by too much routine, steadiness, and boredom with staying put. Their relationship could result in a more flexible set of optional routines for fun and games (including wild card options), thereby better meeting the needs of both.

The Interacting Socializer has to realize that the Steady Relater is more private, safety seeking, and organized. Those traits could have a stabilizing effect on the Interacting Socializer if the Interacting Socializer agrees to meet the Steady Relater halfway. Similarly, the Steady Relater has to learn to accept the Interacting Socializer’s natural spontaneity, persuasiveness, and sociability. While both enjoy people—including

their own companionship—the issues to resolve primarily focus on who, how often, when, and for what mutually derived purpose?

Interacting Socializer plus Cautious Thinker

An Interacting Socializer and a Cautious Thinker are another set of intriguing individualists with quite different tendencies. This can result in a complementary relationship where each partner makes up and compensates for the less developed strengths of the other (which can certainly simplify matters, since they have such obviously different preferences). However, it can also intensify each other's stress levels with the suppression of their differing paces, priorities, and approaches. The pairing of these two results in two intuitive types combining in a potentially creative, innovative relationship.

The Interacting Socializer needs to understand the Cautious Thinker's private lifestyle and desire for a deeply private relationship, including their discomfort with having to socialize. The Cautious Thinker has to learn to accept the Interacting Socializer's need to be with people and their disinterest in dealing with messy details or complications. They must also understand the Socializer's desire for varied recreational activities—whether watching TV, going out to eat, calling on friends, or going to movies or sporting events. By working out and appreciating their individual differences and providing each other the space and time for these to co-exist, they can become a productive combination—with each compensating for what the other naturally lacks.

When Steady Relater meets Steady Relater

With another Steady Relater, this relationship tends to become a paragon of consideration and stability. However, sometimes it also decays into stagnancy and over-predictability, with neither party

taking any risks or doing much out of the ordinary. As with any match of the same types, they might share a lot in common, but each may also tend to view life in such a similar way that they have to stretch beyond themselves to attain growth and balance. Since both parties generally are pleasant and tolerant, problematical issues may remain hidden, with neither one wanting to initiate a possible confrontation. But someone ultimately has to take charge of the harsher realities and assume more control. Given Steady Relaters' natural propensity for perseverance, they, more than the other types, may stick it out, hoping they can make it work. The real challenge for this couple involves how they will successfully manage adverse situations—with significant differences in their personal values systems being the most threatening of all to the stability of their relationship.

Steady Relater plus Cautious Thinker

A Steady Relater and a Cautious Thinker share a slower pace, but Steady Relaters are somewhat more people- and feeling-oriented than Cautious Thinkers. Steady Relaters support others; the Cautious Thinkers subtly control people and situations. Steady Relaters prefer a more casual, relaxed atmosphere of involvement with people; Cautious Thinkers prefer a more formal one with the option of being left alone to do their own thing. Both strive for peace, calmness, and tranquility. Both typically take an organized, though indirect approach. If they can agree to discuss important, but uncomfortable, issues and feelings, they can encourage each other's further growth and development. Neither one is naturally assertive. The Cautious Thinker might find greater success initiating tasks, while the Steady Relater can perform the social activities, personal discussions, and follow-up implementation required.

Cautious Thinker plus Cautious Thinker

Two Cautious Thinkers have been known to harmonize beautifully; however, the two have also been reported to become so task-oriented and detached from common objectives that their relationship suffers dramatically. Again, a match of the same type can result in a wonderful sharing of similar thoughts and actions, but it may also stymie those areas where a bit of stretching is required—assertiveness, directness, socializing, and expression of feelings. If two Cautious Thinkers choose each other, they'll typically want to make the relationship right and may proceed with extreme caution. They share perfectionism, thoroughness, creativeness, and an intellectual approach to life. Their relationship could be organized and workable for them. However, it could also become rigid, with both being convinced that their priority or their way is the only way to go—leading to a cataclysmic, or even irreversible, battle of unspoken differences.

How to make any and all combinations work

Each combination of types can make or break their own relationship according to how accepting and adaptable they're willing to be in their dealings with each other's natural needs, fears, strengths, and limitations. The crucial difference in a relationship is in tolerating and shrugging off each other's irritating traits and recognizing when it is appropriate to modify one's own natural behavior. Then, increasingly more acceptable solutions can be reached which result in the mutual satisfaction of their individual needs. The issue here is not so much compatibility, as it is commitment. Commitment calls for mutual respect and trust of another person, despite individual differences and weaknesses. People who stay together communicate and reciprocate with each other in the context of shared commitment. They affirm strengths and appreciate the partner's individual uniqueness as they adapt their style

to meet the other person's needs. Understanding and applying these People Smart principles can make the difference for the individuals they and you want to love.

Afterword

After reading *People Smart*, we hope that you will apply what you have learned to enrich all aspects of your life from your workplace to the social arena, including family experiences and romantic encounters.

You now have the tools to create relationships that are more positive for yourself and others.

Mutual respect and commitment are the keys to understanding and getting along with people. Of course, degrees of respect and commitment vary from relationship to relationship. You probably do not feel as committed to your grocer or butcher as you do to your spouse, significant other, or best friend. However, using what you now know about *People Smart* concepts, you can learn to accept and even appreciate the differences in others.

Remember that people's strengths can be carried to the extreme at times. You can actually encourage them to act in ways that are more positive by consulting the appropriate charts and graphics in Chapters 5-7.

Identify the person's behavioral style by using the inventory in Chapter 2, identify the environment, and then use the visuals to help you enhance your relationship with that person.

If you want to identify your own personal behavioral style online, go to <http://www.DISCstyles.com/assessmentorder.asp>

You get an in-depth, personalized 29-page DISCstyles report; 30 days of free, unlimited Observer Assessments; and a weekly ezine providing you both descriptive and prescriptive lessons on how to be People Smart in all your interpersonal interactions.

Now, a Word About Our Authors...

Anthony J. Alessandra, Ph.D.

Dr. Tony Alessandra helps companies build customers, relationships, and the bottom line. Companies learn how to achieve market dominance through specific strategies designed to outmarket, outsell, and outservice the competition.

Dr. Alessandra has a street-wise, college-smart perspective on business, having fought his way out of NYC to eventually realize success as a graduate professor of marketing, entrepreneur, business author, and keynote speaker. He earned his **BBA** from the University of Notre Dame, an **MBA** from the University of Connecticut and **PhD in Marketing** from Georgia State University.

Dr. Alessandra is founder and president of AssessmentBusinessCenter.com, a company that offers online multi-rater assessments and tests; co-founder of **MentorU.com**, an online e-learning company; and Chairman of the Board of **BrainX**, a company that offers online digital accelerated-learning programs.

Dr. Alessandra is a widely published author with 14 books translated into 17 foreign languages, including **Charisma** (Warner Books, 1998); **The Platinum Rule** (Warner Books, 1996); **Collaborative Selling** (John Wiley & Sons, 1993); and **Communicating at Work** (Fireside/Simon

& Schuster, 1993). He is featured in over 50 audio/video programs and films, including *Relationship Strategies* (American Media); *The Dynamics of Effective Listening* (Nightingale-Conant); and *Non-Manipulative Selling* (Walt Disney).

Recognized by *Meetings & Conventions Magazine* as “one of America’s most electrifying speakers,” Dr. Alessandra was inducted into the Speakers Hall of Fame in 1985, and is a member of the Speakers Roundtable, a group of 20 of the world’s top professional speakers. Tony’s polished style, powerful message, and proven ability as a consummate business strategist consistently earns rave reviews.

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Michael J. O’Connor, Ph.D.

Dr. Michael O’Connor is an accomplished author, consultant, business advisor, speaker and trainer. He has three decades of experience working with both private and public companies and organizations of all sizes both domestically and internationally. He continues to work daily with organizations, groups and individuals to build their current and future success. The nature of his continuing contribution is reflected in the reputation he has gained as “the consultant’s consultant” and “executive’s coach.”

He has authored over two hundred products that are used for the assessment and development of businesses, leaders and employees, and work groups. These include instruments, training programs, hands-on diagnostic tools, audio and videotapes, and computerized materials/services. Dr. O’Connor is also currently the co-author of six books. In their historical order of authorship

these are: Mysteries of Motivation, People Smart, People Smarts, The Platinum Rule, Managing By Values, and Developing Leadership & Character.

Dr. O'Connor has formerly been a university professor, served as Vice President for Consulting & Resources Development at the Carlson Learning Company and been a senior external consultant to the Hay Group of Companies for its European Sector. His clients have ranged from the largest to small, family-owned businesses. Some of the recognizable client names include IBM, Shell, AT&T, United Airlines, Citibank, Chase Manhattan Bank, Florida Power & Light, Airlines Reporting Corporation and numerous U.S. Government Agencies and the American Management Association.

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Janice Van Dyke, Ph.D.

Janice VanDyke, Ph.D., has written dozens of articles that have appeared in various national trade journals.

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Ever wondered why your natural behavior sometimes seems to alienate people?

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- When employee conflicts erupt, do you resolve them quickly, or do you add fuel to the fire by being tentative and non-direct?

This program will help you take your first steps on the path to becoming a masterful communicator, a wizard of interpersonal exchange, a Boardroom Warrior. Order my mp3, Mastering Your Message today, and experience for yourself the increase in personal power I am promising. You can download the entire program in less than 2 minutes by clicking on the link below. Within 45 minutes of listening to the very first volume, you'll be able to walk into work tomorrow like a changed person. (Your office will see it too!)

BUY IT Now! <http://www.alessandra.com/products/productdetails.asp?productid=80>

Simplicity - Five Hour Audio Program on downloadable MP3s

Lead a Happy, Balanced Life with Jeff Davidson and Tony Alessandra's "Simplicity" 12-Chapter MP3 Set:

YOUR SANITY MAY DEPEND ON IT!

When you are finally able to implement Simplicity in your life, that is, cut out the complexities that swallow your time and raise your stress level, you will notice that you'll have more time and energy to dedicate to strengthening the bonds with those that matter most. Stop juggling and learn how to live a happy, healthy, productive, stress-free, and well-balanced life. That's right, it's as simple as that. Now you can learn how to have it all too!

BUY IT NOW! <http://www.alessandra.com/products/productdetails.asp?productid=81>

Alessandra on The Power of Listening *downloadable MP3*

Sharpen Your “Business Radar” In Just 60 Minutes!

- Do you forget important information the second you leave a meeting with a client, co-worker, or boss?
- Do you have a difficult time really focusing in on what the other person is saying without letting your own thoughts and pre-judgments get in the way?
- Are you missing out on the “silent messages” people are sending you through body language and gestures?
- Would you like to give yourself an edge in negotiations, picking up on the “subtle” clues of conflict and frustration other people miss?

THEN UNLEASH THE POWER OF LISTENING!

Of all the business skills critical to your career and personal success, I rank powerful listening skills to be #1. Why? It's simple.

In case you haven't noticed, business today is about one thing: gathering information. The person who gathers the most “correct” information in the shortest period of time is most likely to make

the correct judgments and the correct decisions. This is true for any position - from corporate executives to customer service!

If you're dealing with "cold" computer printouts and fact sheets all day, that's one thing. But if your job involves "warm" daily interaction with clients, customers, coworkers, and managers, then you know your primary tools for gathering this vital information will be your ability to "tune out" your own thoughts and distractions and completely "tune into" what the other person is saying. Both through their words and their body language.

BUT ARE YOUR TOOLS SHARP ENOUGH?

Unfortunately, most of us are pretty lousy listeners. In your average conservation, you're lucky if you can process and retain 10% of what the other person is saying. This has nothing to do with memory and everything to do with how skilled you are at organizing and compartmentalizing information in your brain as soon as it comes in.

Thankfully for you, I've created The Power of Listening. This is an entertaining and informative MP3 audio program you can download right now that teaches you all the vital tricks to increasing your listening abilities so you can learn more, observe more, and retain more from each and every one of your conversations.

Having this information at your fingertips is like having a hand-held high frequency radar you can pull out during meetings, client presentations, and everyday office interactions so that no vital information slips through the cracks. Not only can you process and remember more of what anyone says, but you'll be able to tell if what they're saying is actually the truth! Do their words match their actions? Is someone nervous, or are they open and calm? The Power of Listening teaches you!

BUY IT NOW! <http://www.alessandra.com/products/productdetails.asp?productid=85>

Alessandra on NonVerbal Communication *downloadable MP3*

Be the Master of Your Unspoken Message

Have you ever allowed your eyelids to droop at a conference, made jarring hand motions in a boardroom meeting, delivered a podium address with weak vocal intonation... and not even been aware of it? Did you know that what you don't say can have a great affect on how everyone perceives you?

LIKEWISE, DO YOU KNOW WHAT TO LOOK FOR IN OTHERS' NONVERBAL MESSAGES?

For example, an employee enters your office, shoulders slouched, body rigid, and sits down with his arms and legs crossed. His lips perched and fists clenched, he avoids all eye contact and makes nervous, fidgeting gestures.

You give him the benefit of the doubt and believe what he says. However, if you knew the secrets of NonVerbal Communication, you could have read his body language and exposed him for lying.

KNOW FOR SURE BY LEARNING THE LANGUAGE OF NONVERBAL COMMUNICATION!

The way you communicate nonverbally is responsible for 90 percent of what people think of you. It's the difference between being considered weak or powerful, unsure or confident, insecure or ready to take on the world. You could use authoritative words, have excellent listening skills, or be an expert with feedback, but if you don't understand nonverbal communication, your communication and ability to detect what others are communicating is not as effective as it should be.

Knowing exactly what to look for in your own gestures and vocal intonations will help you communicate a powerful message, confidence,

and an assured presence. On the flip side, having a keen eye for others' unspoken messages will enable you to know what they are really saying - before they open their mouths to speak.

ALESSANDRA ON NONVERBAL COMMUNICATION MP3 WILL HELP YOU GET IT RIGHT!

In just the one hour it takes to listen to my Alessandra On NonVerbal Communication MP3, you'll walk away knowing how to target yours and others' specific gestures, movements, vocal intonations - and decipher what they all mean. It really works. Once you understand this non-verbal language, you'll be able to use it to your advantage. The winner in you will consistently shine through, and no one will be able to fool you again.

BUY IT NOW! <http://www.alessandra.com/products/productdetails.asp?productid=86>

The Platinum Rule - Two-Hour DVD

Dr. Tony Alessandra delivers a LIVE program in front of several hundred business people in a Detroit theatre. You get nearly 75 dynamic minutes of The Platinum Rule topic and a BONUS of nearly 45 minutes on Customer Loyalty and Collaborative Selling on a single DVD. Lucky for you and me, there were two studio-quality cameras rolling that caught every word, every laugh, and every nugget-of-wisdom Tony had to share that day. Now you can laugh as you learn how to gain instant rapport and get along with nearly anybody you meet no matter who they are.

That day, Dr. Tony Alessandra, author of 13 books, veteran of over 2,000 paid speeches, taught several hundred people the easiest, most fun way to master people skills and selling skills. Now he wants to teach you too.

Yes. There have been countless books and videos produced on this subject, but if you weren't in Detroit, you have not seen the best of the best. And it was magic.

*“If you have ever had a personality conflict
with another human being - get this DVD.”*

After you watch this DVD, you'll understand why corporations like IBM, Ford, AT&T and numerous other Fortune 500 companies are willing to pay Tony thousands of dollars for 60 minutes of his time.

But don't be fooled. Even though Tony keeps you laughing, he doesn't forget to deliver powerful content. Apply the simple techniques Tony shares with you and you get immediate results.

Dr. Tony has spent over 30 years tweaking his findings into two simple questions. Know the answers to these two questions, along with some additional knowledge Tony shares with in this highly entertaining DVD, and you hold the key to one of the most powerful human relationship concepts in the world. Don't put off getting this DVD of Dr. Tony in action. You'll watch it again and again.

BUY IT NOW! <http://www.alessandra.com/products/productdetails.asp?productid=23>

The Platinum Rule Video Training

How to train your team to have instant rapport and immediate chemistry with your customers, suppliers and each other.

*“Whether you're selling, negotiating, or dealing
with problem customers, knowing and applying
The Platinum Rule will increase your success.”*

Your people will get interested right from the start. Unlike many training films done in studio with “talking-heads” – this was filmed in front of a “live” audience of hundreds of people. Dr. Tony Alessandra shares his simple, fun and easy to understand techniques on how to deal with other people much more effectively.

IT'S FUN. IT'S EASY. IT WORKS!

Yes. There have been countless books, and videos produced on this subject – but if you haven't seen Dr. Tony, you have missed the best of the best. Tony's "from-the-streets-of-New York City style" is anything but boring. It's pure magic. But best of all, it's filled with immediately usable and effective content.

"If your employees have ever had a personality conflict with one of your customers – get this video training series."

After your people experience this training – you'll understand why corporations like IBM, Ford, AT&T and numerous other Fortune 500 companies are willing to pay Tony thousands of dollars for only 60 minutes of his time.

This program is a comprehensive video-based training program that can be taught in either a half-day or full-day format. It includes a 48-minute video divided into several sections with lively lecturettes as well as entertaining vignettes by professional actors. It also includes a comprehensive 100+ page leader's guide with easy step-by-step instructions for facilitating the entire training program. Plus, it includes 10 extensive participant kits, each of which includes an invaluable assessment-package consisting of one self-evaluation, five observer evaluations, and a scoring matrix; a 63-page workbook, a 40-minute audio summary of the course, and a laminated pocket-sized summary card for reinforced learning.

But don't be fooled. Even though Tony keeps you laughing – he doesn't forget to deliver high caliber "customer-satisfying" content. It's simple. Apply the easy-to-understand and proven techniques Tony shares with you, and you get immediate results.

BUY IT NOW! <http://www.alessandra.com/products/productdetails.asp?productid=24>

Flexibility eWorkbook - 25-page PDF eWorkbook

Do you respond to certain people, conditions, or events out of fear or anxiety? Are you unwilling to change your perspectives or positions in certain situations? Do you tend to face ambiguous situations negatively? If so, you may have predetermined views, conclusions, or patterns of behavior that are driving your actions - and impairing your flexibility. When you voluntarily refrain from participating in certain situations or interacting with certain people because of your lack of flexibility - therefore limiting your horizons - you decrease your chances of personal and professional success.

The Flexibility eWorkbook is an interactive tool for analyzing your personal attitudes toward yourself, others, and the situations you face. This workbook is a powerful tool that will help you dispel those attitudes that are holding you back from realizing your full potential.

TOPICS COVERED INCLUDE:

- Helping you increase your tolerance and respect for others, your confidence, and your positiveness - all of which enhance your flexibility
- Helping you decrease your rigidity, discontent, and competitive drive - all of which hinder your flexibility

BUY IT NOW! <http://www.alessandra.com/products/productdetails.asp?productid=61>

Versatility eWorkbook - 27-page PDF eWorkbook

Are you stuck in a rut? Do you maintain the same routine way of doing things, regardless of changes in circumstances? If so, you may lack versatility - and you may be suffering the consequences as change passes you by.

The Versatility eWorkbook is an interactive tool for helping you dispel attitudes of low versatility that may have become deeply ingrained as a part of your basic personality. This workbook will help you change

some of your habitual behaviors and knee-jerk reactions in order to become more versatile - and therefore increase your chances of success in any given situation, regardless of circumstances.

TOPICS COVERED INCLUDE:

- Helping you increase your resiliency, attentiveness, and vision - all of which enhance your versatility
- Helping you decrease your bluntness, resistance, and subjectiveness - all of which hinder your versatility

BUY It Now! <http://www.alessandra.com/products/productdetails.asp?productid=60>

Astounding Customer Service Complete Package

DVD - All eight chapters (segments) on Customer Service (approx. 80 minutes) PLUS three chapters on Listening Skills (approx. 36 minutes) PLUS two chapters on Telephone Skills (approx. 25 minutes), includes PDF Workbook for each category.

The cost of training your employees to deliver Astounding Customer Service never exceeds the cost of losing a customer!

Can you afford to lose your customers? Of course not, but you may be doing so anyway, if your company's customer service standards are not high enough for your customers. Luckily, employees in all areas of your business can easily and quickly increase their customer service skills - anyone from secretaries to managers to the CEO him/herself! Why not invest in my proven system today, and help your employees learn skills that will secure committed and active customers for your business? How can you afford not to?

CUSTOMER SERVICE TOPICS INCLUDE:

- Customer Service in America is Broken
- What's Your Customer Worth?

- Customer Service Demands Commitment, Communication, and Conflict Resolution
- Exceeding Customer Expectations
- The 3 R's of Customer Service
- How to Deliver Astounding Customer Service
- Graduate from One-Shot Sales to Lifetime Customers
- Improve Your Customer Service Language

LISTENING SKILLS TOPICS INCLUDE:

- The High Cost of Ineffective Listening
- The Benefits of Active Listening
- The CARESS Model
- Telephone Skills Topics Include:
- Sixteen Critical Strategies
- Handling Irate Callers
- Twelve Ideas Customers Love
- My personal guarantee!

If you're not satisfied with the results I'm positive you'll see in the first 60 days, pick up the phone or send me an email and I'll refund your money on the spot! No questions asked. How's that for customer service?

BUY IT NOW! <http://www.alessandra.com/products/productdetails.asp?productid=66>

