



# Platinum Rule Plus

*"Do Unto Others As THEY Want Done Unto Them."*

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## A 360° Behavioral Profile

Personalized Report for: Sample Report

Your Company  
**LOGO**  
Appears Here

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## Introduction to The Platinum Rule®

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

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Dear Sample,

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

**HOW TO USE THIS REPORT** - This report has four parts:

The **first part** presents your eGraph results. As you invite others to complete the observer assessment as they see your behaviors, more observer plot points will appear on your eGraph.

The **second part** focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. Please note that there is no 'best' style. Each style has its unique strengths and struggles and any behavioral descriptions mentioned in this report are tendencies only for your style group and may or may not specifically apply to you personally. All the behavioral descriptions in the left-hand columns are specifically from your self-perception of your style. All the behavioral descriptions in the right-hand columns are specifically from your observer perceptions of your style.

The **third part** of this report focuses on how to use the **Platinum Rule** concept with others - how to adapt your behavioral style to "connect" with any of the four behavioral styles. This third section focuses on the successful application of this concept in all of your interpersonal relationships. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

The **fourth part** of this report presents your adaptability scores - how you rate yourself and how others see you. Based on your adaptability scores, you have a clear path to improve your interpersonal impact on others.

### PERCEPTIONS... WHAT DO THEY MEAN?

During your observer assessment period, the results of your observer assessments are compiled. You can see the results plotted on your customized eGraph. How did your self-perception compare to your observers' perceptions? The perceptions of others may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you now have choices to modify your behaviors if and when needed.

The most effective people know themselves, know the needs of the situation or relationship, and adapt their behaviors accordingly. The goal of this assessment is to help you become aware of the impact your behaviors have on others. Then, by practicing adaptability, you can enhance those relationships that otherwise have been strained.

## Introduction to The Platinum Rule®

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### BEHAVIORAL STYLES

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

### ADAPTABILITY

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

### HOW TO READ AND INTERPRET YOUR eGRAPH

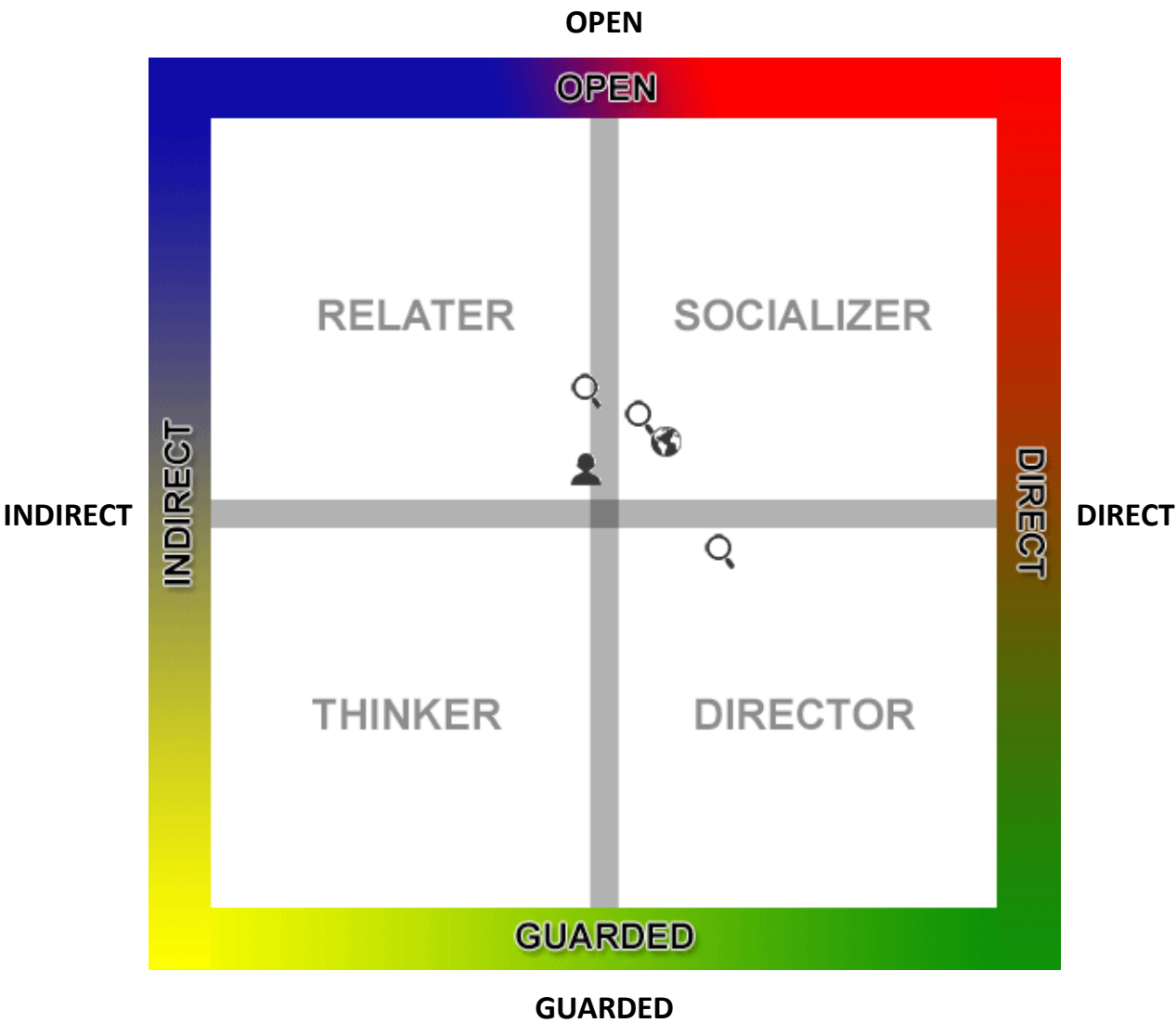
When reviewing your personalized eGraph results, chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, your behaviors measured by the **Platinum Rule Assessment** are more easily observed by others than by you. Research indicates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

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

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

# eGraph Results

for Sample Report



SYMBOL	DESCRIPTION
	Self-assessment
	Observers
	Average of Observers (will only display if more than 3)

## Interpreting Your Observer Responses

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### Refer to a copy of your Platinum Rule eGraph.

1. Take a look at the responses from your various observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Are the various observer responses similar or different? What does this tell you?
5. Were your observer responses similar or different from your response? What does this mean to you?
6. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Socializer and Relater) or mostly guarded behaviors (Below: Director and Thinker)?
7. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Director and Socializer) or mostly indirect behaviors (Left: Relater and Thinker)?
8. Choose one relationship you would like to improve. Determine the other person's style (See Part III of this report). Choose 2-3 simple behaviors from Part III that you can modify in your behavior to elicit a different, more positive response. Repeat this exercise, as needed, for other important people in your life.

## Part II

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The text below is based on your average of observers on page 5.

### **BASED ON YOUR eGRAPH RESULTS, YOUR PRIMARY STYLE IS SOCIALIZER**

The primary goal that motivates you is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

#### **COMPARED TO OTHER SOCIALIZERS, YOU ARE MORE LIKELY TO:**

- Want to achieve results with flair
- See winning as an all-or-nothing proposition
- Judge people by their ability to make things happen
- Work harder when bigger risks or rewards are at stake
- Prefer to share in work and goals with people
- Be concerned about looking bad
- Want to do things the "best" way
- Become restless, short-tempered, and even lash out when under pressure

#### **YOUR GROWTH OPPORTUNITIES**

##### *With Tasks:*

You tend to underestimate the time and effort required by you or others to accomplish tasks. So you should pace yourself better and draw on outside resources. Be more selective about the tasks you take on and don't hesitate to ask others to do their parts.

##### *With People:*

Your hard-driving approach means you tend to be impatient, especially when stressed or under the gun. If you blow off steam, you may later regret what was said or done because of its impact on your image. So learning to relax and to enjoy regular recreation is important for recharging your battery.

#### **PERSONAL EMPOWERMENT POINTERS**

- Pace yourself better by adding one-third to one-half the time to original estimates of when tasks can be done. Similarly, reduce by one-third to one-half the number of projects you take on.
- Maintain your perspective by seeking to be less emotional and intense about non-critical situations.
- Take a stress-management course and learn simple breathing exercises as a way to deal with pressure.



## Your Typical Behaviors

The descriptions below serve as a general overview of your typical behaviors. It provides a framework for understanding and reflecting on your results. All the typical behavior descriptions in the left-hand column are specifically from your self-perception of your style. All the typical behavior descriptions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Your Behaviors

- ACTIVELY have an excellent ability to gain support from others
- You have reliable, steady follow-through
- In a social environment, you like others to be genuine and friendly
- You're irritated by pushy, aggressive behavior
- You are open and indirect, relatively unassertive, warm, and reliable
- You seek acceptance, inclusion, and recognition of your worth
- Your primary strengths are relating to, caring for, and loving others
- You are like the proverbial tortoise, in that there is a lot more to winning a race than mere speed
- Having close, friendly, personal, first-name relationships with others is an important objective
- You support and ACTIVELY listen to others

### Your observers view you as: Socializer

#### Your Behaviors

- You dislike being alone
- You like involvement
- Your primary strengths are your enthusiasm, persuasiveness, and delightful sociability
- You possess the valuable trait of personal warmth
- You are a naturally fun-loving personality
- You influence others and shape your environment by bringing others into alliance to accomplish results
- Your actions and decisions are spontaneous
- You tend to be very receptive to change
- You operate on intuition
- In a social environment, you like others to be uninhibited, spontaneous, and entertaining





## Your Motivators

What motivates you? Everybody is motivated. However, people are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be most productive. All the motivator descriptions in the left-hand column are specifically from your self-perception of your style. All the motivator descriptions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Your Motivators

- Getting concrete results
- Motivated by usual, known, and proven practices and get upset at severe disruptions
- Involvement -- opportunity to work together with people
- You are oriented toward more concrete, repeatable actions
- Sincere feedback that you're appreciated as an integral member of the team
- Relationships that provide you with security, stability, and large doses of routine
- Stability, steadiness, and a calm atmosphere at home and in the workplace

### Your observers view you as: Socializer

#### Your Motivators

- You prefer work environments that allow you to stroll around the office talking to nearly everyone, from the custodian to the boss along the way, calling them by their first names
- You are motivated to work toward known, specific, quickly attainable incentives
- You like to start projects and let others finish them
- Approval and recognition for your accomplishments and achievements
- You like to be part of new, varied, or different experiences, especially if you will benefit from them
- You seek people-oriented, high visibility professions to fill your innate needs for inclusion by others, popularity, social recognition, and (probably) freedom from a lot of detail
- You seek companionship and social recognition; so your contributions to group morale often satisfy these needs



## Your Growth Opportunities

Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of their strengths which may become a weakness. For example, a Director's assertiveness may be a strength in certain environments, but when overextended they may tend to become bossy. All the Growth Opportunities in the left-hand column are specifically from your self-perception of your style. All the Growth Opportunities in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Your Growth Opportunities

- Increase your interest, understanding, and expertise in dealing with the world of ideas, analysis, interpretations, forecasts, etc.
- Resist your natural tendency to be unassertive, overly sensitive, and easily bullied
- Reduce or eliminate your dependence on reassurance from others
- Become more comfortable dealing with concrete situations or data that already exist rather than theories, trends, or conjecture
- Develop the ability to see the big picture, including the fact that the world is constantly changing
- Learn to possess an unshakable sense of self-worth
- Cultivate the ability to be more assertive especially when conflicts arise because your natural tendency is to become overly submissive
- Increase your effectiveness by learning to better deal with change and complexity
- Say NO occasionally
- Your propensity for studying procedures and doing repetitious tasks can sometimes be taken to an extreme

### Your observers view you as: Socializer

#### Your Growth Opportunities

- Follow through more often
- You can sometimes be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation
- Loss of recognition, especially from significant people and groups in your life, would be a personal disaster for you and is likely to trigger varying levels of humiliation and feelings of worthlessness
- Learn effective listening and questioning skills; you may often be talking when you really need to be listening
- Writing things down and prioritizing can help you remember when to do things
- You may not check everything out, assuming someone else will do it
- Accept the fact that there are some people who will not be charmed by your exciting personality and warmth
- When you feel pressured or stressed, you become emotional and impulsive and exhibit actions that are unplanned, disorganized, and inconsistent
- Take a more logical approach to projects and issues
- You tend to become easily bored by repetitive routines and complexities



## Your Business Behaviors on the Job

You are likely to display your work strengths rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. They provide useful insights as you work in a job or as you work with others on a team project. They are the talents and tendencies you bring to your job. All the Business Behaviors in the left-hand column are specifically from your self-perception of your style. All the Business Behaviors in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Your Business Behaviors

- You enjoy feeling like a valued member of the family
- You enjoy working in a stable, steady, low-key environment that has a minimum of changes
- You are motivated by usual, known, and proven practices
- You like a long-term relationship with all family members
- You like to do the same kinds of things day after day
- You are oriented toward more concrete, repeatable actions

### Your observers view you as: Socializer

#### Your Business Behaviors

- You want to be included in important projects, activities, or events
- You trust others without reservations, taking them at their word and not checking for yourself
- You want freedom from control, details, or complexity
- You like to have the chance to influence or motivate others
- You are open to verbal or demonstrated feedback for transferring ideas into action
- You like to mingle with business colleagues



## Your Business Behavior Suggestions for You and Others Working with You

Once you understand your business behaviors at work, you can work on enhancing them. Following are suggestions for you and others to help you be even more effective at work. All the Business Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Business Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Suggestions to be More Effective at Work

- Stand up for yourself when you and others disagree and openly discuss and resolve your differences; do not try to avoid the topic or strategize against them
- Recognize that things need to get done; on occasion, this may require that you reduce the amount of time you need to prepare for a task
- Recognize that a certain amount of conflict or disagreement is inevitable in any relationship
- Speed up your actions by getting into some projects more quickly
- Stretch by doing things differently and beyond your comfort level

#### Suggestions For Others Working With You

- Discuss personal feelings, not facts, when you disagree with Sample
- Give assurances that risk will be minimized or handled as reasonably as possible
- Support Sample's feelings by showing personal interest
- Show that you are ACTIVELY listening to Sample
- Allow Sample time to trust you

### Your observers view you as: Socializer

#### Suggestions to be More Effective at Work

- Whenever possible, delegate the more detailed chores or tasks that you are not comfortable doing, being sure to specify exactly what you want done and the time you need it and setting up a process to monitor the progress of the projects you have delegated
- Avoid exaggeration and hyperbole, Be realistic in your comments
- Acknowledge that your success is often dependent upon the help of others. Be sure to publicly acknowledge their contributions and thank them frequently
- Monitor your socializing to keep it in balance with other aspects of life
- Take time to negotiate and clarify realistic expectations and time frames with others in order to avoid misunderstanding and disappointment

#### Suggestions For Others Working With You

- Be upbeat, stimulating, and fast-paced
- Support Sample's opinions, ideas, and dreams
- Explain how action can enhance Sample's image and visibility
- Tolerate digressions and don't hurry a discussion
- Don't argue, if possible. You will seldom win



## Your Typical Social Behaviors

You are likely to display your social strengths rather consistently. For the most part, these qualities tend to provide useful insights and enhance your effectiveness when dealing with colleagues, friends and family outside of the work environment. They are the skills you exhibit in the social arena. All the Social Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Social Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Your Social Behaviors

- You seek stability in your life through practicing conformity
- You like to build ongoing relationships with a small group of people
- You prefer to communicate in a conflict-free gathering of associates or friends
- You prefer more casual, calming relationships
- You want to know how to play games or complete activities through well-defined, step-by-step procedures
- You relate to others on a one-to-one basis, preferably with predictable role behavior by each person

### Your observers view you as: Socializer

#### Your Social Behaviors

- You enjoy bouncing ideas off others
- You are naturally warm, expressive, and enthusiastic
- You perceive life according to feelings
- You are initially reluctant to fight or confront stressful people or situations
- You find it easy to laugh, joke, and play games
- You want to be liked and admired



## Your Social Behavior Suggestions for You and Others Working with You

Once you understand your social behaviors with others, you can work on enhancing them. Following are suggestions for you and others to help you be even more effective socially. All the Social Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Social Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Suggestions to be More Effective Socially

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

#### Suggestions For Your Friends

- Focus on a slower-pace and steady approach
- Behave pleasantly and optimistically
- Respond sensitively and sensibly
- Show Sample step-by-step procedures
- Privately acknowledge Sample with specific, believable compliments

### Your observers view you as: Socializer

#### Suggestions to be More Effective Socially

- Focus on facts as well as feelings
- Realize you cannot please everyone
- Balance socializing with completing tasks
- Talk less and listen more
- Follow tasks through to completion
- Focus more on substance, less on style
- Tone down your tendency to embellish a story so it sounds better than what literally took place
- Fulfill social obligations responsibly and on time

#### Suggestions For Your Friends

- Make suggestions that allow Sample to look good
- Give Sample your attention, time, and presence
- Avoid negative or messy problem discussions
- Listen to Sample's personal feelings and experiences
- Respond openly and congenially



## Typical Behaviors and Needs Under Stress

When tension is high, your style tends to manifest symptoms of behavioral stress, often called "back-up" behavior. Often immature, this behavior results from a need to reduce tension immediately. In dealing with your own stress and with others under stress, you can reduce stress by providing what you and they most need. All the Stress Behaviors and Suggestions in the left-hand column are specifically from your self-perception of your style. All the Stress Behaviors and Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as: Relater

#### Under Stress You May Appear

- Wishy Washy
- Indecisive
- Passive
- Submissive
- Defensive

#### Under Stress You Need

- Personal assurance
- Reassurances that you are liked
- Relationships

#### Strategies to Reduce Conflict and Increase Harmony With Others

- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Be open to considering new ways of doing things and undertaking new tasks. Ask others to support you in approaching any significant change.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.

### Your observers view you as: Socializer

#### Under Stress You May Appear

- Unrealistic
- Manipulative
- Overeager
- Wasteful of time
- Impulsive

#### Under Stress You Need

- To get credit
- To save face
- Action and interaction

#### Strategies to Reduce Conflict and Increase Harmony With Others

- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- Recognize that you can never resolve a conflict by avoiding it. Be sure, of course, to listen attentively to the responses of others.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.



## Typical Behaviors and Needs Under Stress (continued)

### You view yourself as: Relater

#### Your Typical Behaviors in Conflict

- You may also feel that your feelings, needs, and desires are not as important as those of others, which can encourage others to take advantage of you which, in turn, results in more repressed anger.
- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.
- You are quite uncomfortable with conflict, aggression, and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it.

### Your observers view you as: Socializer

#### Your Typical Behaviors in Conflict

- If a conflict persists or their anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship.
- You get angry as a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support.



## Part III

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### Application of Behavioral Styles with Others

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

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

#### This application section includes:

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

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

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

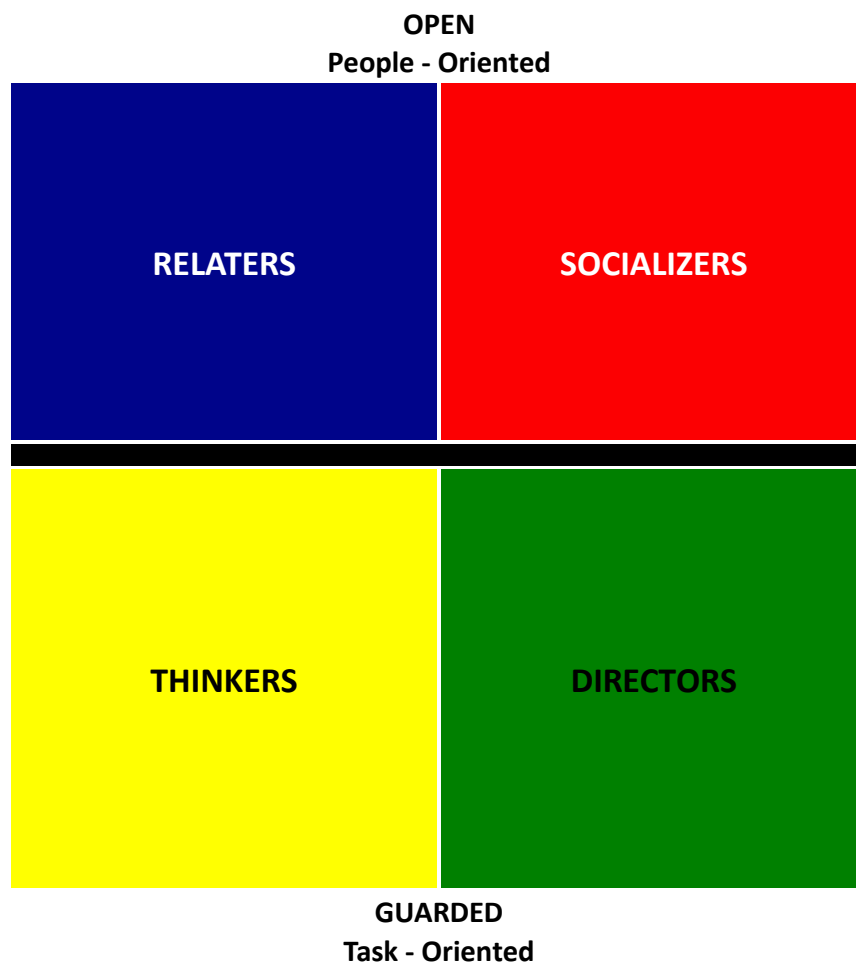
Once you know their style and preferences for Directness and/or Openness, you can use the **How to Modify Your Directness and Openness** section to adjust in these areas when relating to this person. You will be amazed at the difference.

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

## How to Identify Another Person's Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas – **openness and directness**. How open or guarded is the person and how direct or indirect is the person?

**OPENNESS** (Willingness to share feelings, thoughts and opinions):



### Open Behaviors

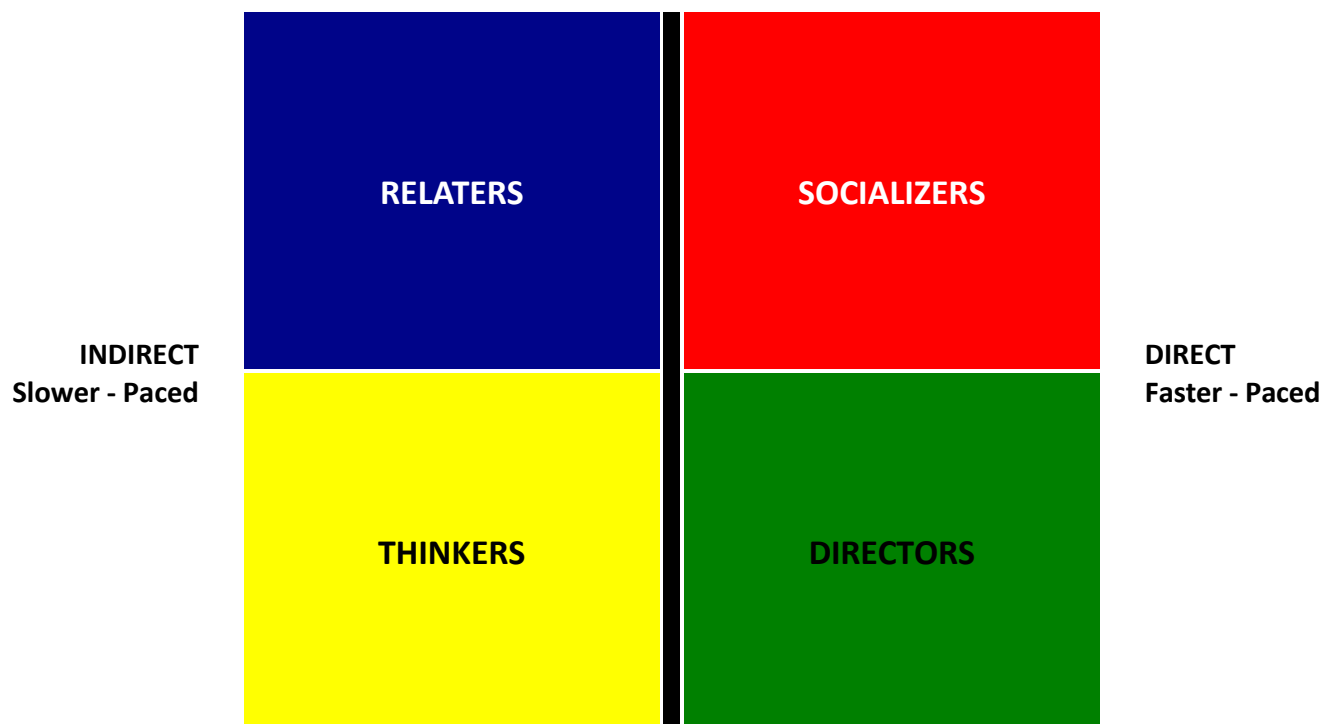
- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

### Guarded Behaviors

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

## How to Identify Another Person's Behavioral Style

**DIRECTNESS** (Measure of a person's natural pace; degree of assertiveness):



### Indirect Behaviors

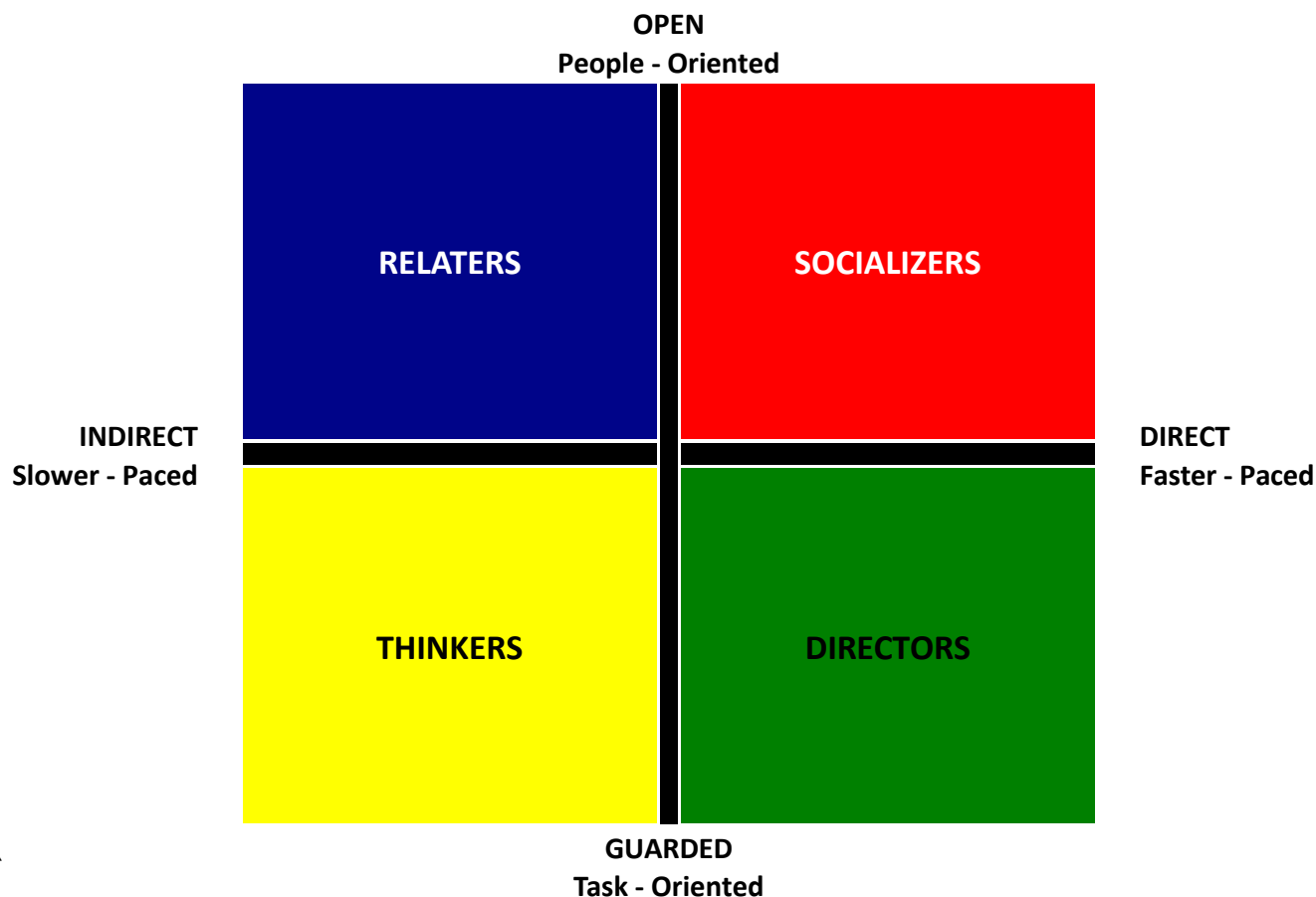
- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

### Direct Behaviors

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

## How to Identify Another Person's Behavioral Style

### THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Director Styles. People who are both direct and open are Socializer Styles. People who exhibit open and indirect behaviors are Relater Styles. Finally, indirect and guarded people are Thinker Styles.

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

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

## The Four Basic Styles Overview

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

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

## How To Modify Your Openness and Directness

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

### TO INCREASE DIRECTNESS

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

### TO DECREASE DIRECTNESS

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

### TO INCREASE OPENNESS

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

### TO DECREASE OPENNESS

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

## Tension Among The Styles

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

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Director Style and Socializer Style tend to prefer a faster pace; the Relater Style and Thinker Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Director and a Socializer. Both are relatively fast-paced behavioral types. Yet the Socializer places more emphasis on people than on tasks, while the Director tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

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

Consider the goal/task-oriented team of the Director and Thinker (another example of pace-based tension). The faster-paced Director likes to make quick decisions. The slower-paced Thinker gets uptight when having to make decisions without an opportunity to fully analyze all the alternatives.

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

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

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

The same applies to the Socializer and Thinker relationship. Adjustments should be made in both pace and priority.

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

## How To Adapt To The **Director** Style

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

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

With the Director Style, in general, be efficient and competent.

### **At Work - Help Them To:**

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

### **Sales and Service Strategies with Director Styles:**

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

### **In Social Settings:**

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



## How To Adapt To The Socializer Style

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

With the Socializer Styles, in general, be interested in *them*.

### At Work - Help Them To:

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

### Sales and Service Strategies with Socializer Styles:

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

### In Social Settings:

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

## How To Adapt To The Relater Style

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

With the Relater Style, in general, be non-threatening and sincere.

### At Work - Help Them To:

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

### Sales and Service Strategies with Relater Styles:

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

### In Social Settings:

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

## How To Adapt To The **Thinker** Style

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

With the Thinker Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

### At Work - Help Them To:

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

### Sales and Service Strategies with Thinker Styles:

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

### In Social Settings:

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

## PART IV - What Is Behavioral Adaptability?

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

### The First Half of the High Adaptability Formula - Flexibility

#### The Five Positive Traits that Enhance Flexibility are:

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

#### The Five Negative Traits that Undermine Flexibility are:

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

### The Second Half of the High Adaptability Formula - Versatility

#### The Five Positive Traits that Enhance Versatility are:

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

#### The Five Negative Traits that Undermine Versatility are:

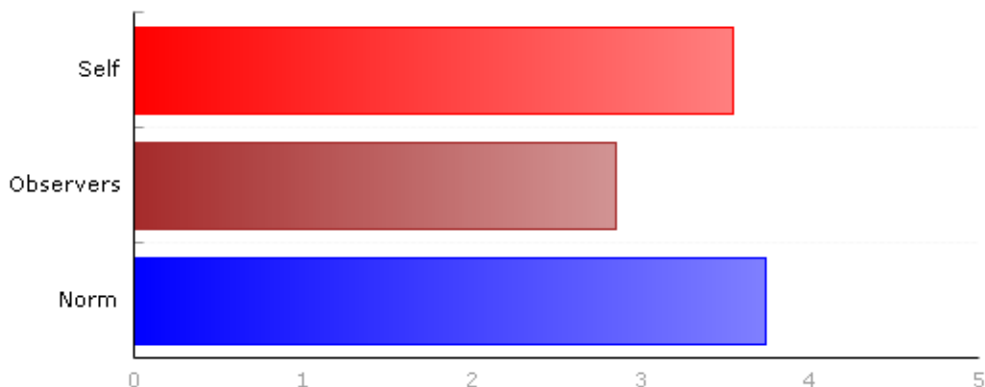
1. **Subjectiveness** --"This is the way it looks to ME"
2. **Bluntness** --"That's a stupid idea!"
3. **Resistance** --"This is the way we've always done it"
4. **Single-mindedness** --"It's my goal and nothing else matters"
5. **Unreasonable Risk-Taking** --"I'm going to jump, won't you come with me?"

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

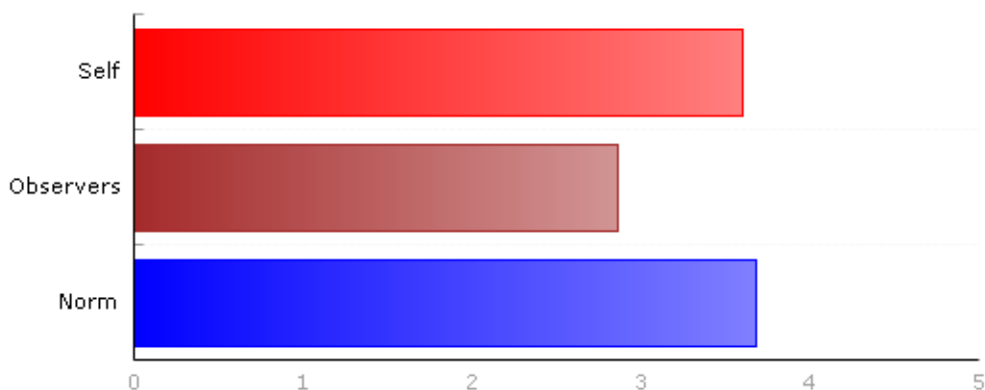
## Your Adaptability Scores

1. Your overall adaptability score comprised of all 20 questions measuring the 5 positive and 5 negative **flexibility** and **versatility** traits.
2. Your overall flexibility score comprised of all 10 questions measuring the 5 positive and 5 negative **flexibility** traits.
3. Your overall versatility score comprised of all 10 questions measuring the 5 positive and 5 negative **versatility** traits.

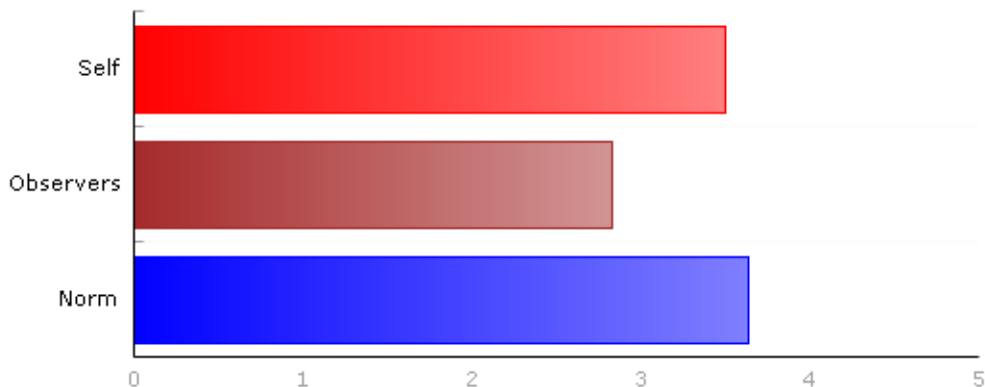
### Overall Adaptability



### Overall Flexibility



### Overall Versatility



## Question Breakdown

Below are your results from the 20 adaptability questions included in this **Platinum Rule** Assessment. They are divided into the four major categories - the five positive flexibility traits, the five negative flexibility traits, the five positive versatility traits and the five negative versatility traits.

The question breakdown table provides your personal scores, the average scores of your observers and the norm, or average, personal scores of all people who have taken this assessment. The difference (variance) between your score and the average of your observer scores appears in the last column (under Your Scores) for each question.

A **minus (-)** difference score indicates that you see yourself as more effective than the average of all of your observers.

**NOTE: For the negative flexibility and negative versatility scores:** The higher the average observers score, the more likely your observers **disagree** with that statement...thereby turning that negative statement into a positive behavior. For example, for question 21, a higher average observers score (4.00 or higher) turns the statement from "I have a 'cup half empty' perspective" to "I do not have 'cup half empty' perspective".

Questions	Category	# of responses	Average within category
Negative Flexibility			
19. Rigidity: I admit when I have made a mistake.	Self Observers Variance Norm	1 3	4.00 2.33 -1.67 3.73
20. Competition with others: I do not believe that winning is everything - THE most important outcome.	Self Observers Variance Norm	1 3	5.00 2.00 -3.00 3.49
21. Discontent: I have a 'cup half full' perspective.	Self Observers Variance Norm	1 3	4.00 2.00 -2.00 3.85
22. Being unapproachable: I don't mind being bothered by others, even if it's not important.	Self Observers Variance Norm	1 3	3.00 3.67 0.67 3.24
23. Having difficulty in dealing with ambiguity: I don't mind dealing with the unfamiliar or different.	Self Observers Variance Norm	1 3	2.00 3.67 1.67 3.68

Questions	Category	# of responses	Average within category
<b>Positive Flexibility</b>			
24. Confidence: I receive negative feedback without it affecting my self-esteem.	Self Observers Variance Norm	1 3	4.00 3.00 -1.00 3.15
25. Tolerance: I am comfortable with the opinions and practices of others that are different from my own.	Self Observers Variance Norm	1 3	2.00 1.33 -0.67 4.00
26. Empathy: I easily identify with the feelings and experiences of others.	Self Observers Variance Norm	1 3	5.00 3.67 -1.33 4.02
27. Positivity: I view myself as a positive influence on the people around me.	Self Observers Variance Norm	1 3	4.00 2.67 -1.33 4.27
28. Respecting Others: I regularly consider the opinions, wants and needs of others.	Self Observers Variance Norm	1 3	3.00 4.33 1.33 4.05
Questions	Category	# of responses	Average within category
<b>Negative Versatility</b>			
29. Subjectiveness: I see things from all perspectives, mine and others' points-of-view.	Self Observers Variance Norm	1 3	1.00 3.33 2.33 3.78
30. Bluntness: I am sensitive in not being overly assertive in expressing my own opinions and beliefs.	Self Observers Variance Norm	1 3	2.00 4.00 2.00 2.22
31. Resistance: I welcome suggestions that come from others, even if they are different from my own.	Self Observers Variance Norm	1 3	3.00 3.67 0.67 3.90
32. Single-Mindedness: I listen to others when concentrating or focusing on a goal.	Self Observers Variance Norm	1 3	4.00 3.33 -0.67 3.34
33. Unreasonable Risk Taking: I try hard not to overestimate my likelihood for success when pursuing a goal.	Self Observers Variance Norm	1 3	5.00 3.00 -2.00 3.44

Questions	Category	# of responses	Average within category
Positive Versatility			
34. Resilience: I quickly bounce back from setbacks, or barriers, or limited resources.	Self Observers Variance Norm	1 3	4.00 2.00 -2.00 4.12
35. Vision: I easily imagine new and creative alternatives to common problems.	Self Observers Variance Norm	1 3	5.00 1.67 -3.33 3.80
36. Attentiveness: I notice the verbal and non-verbal behaviors of others.	Self Observers Variance Norm	1 3	2.00 3.33 1.33 4.22
37. Competence: I am considered knowledgeable and skilled by others I work with.	Self Observers Variance Norm	1 3	4.00 2.67 -1.33 4.32
38. Self-Correction: I do not become discouraged by my own mistakes but learn from them.	Self Observers Variance Norm	1 3	5.00 1.33 -3.67 4.10



## Strengths, Struggles and Blind Spots

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**Strengths** - The strengths area gives you a snapshot of what your observers feel are your greatest strengths. Below are listed the five questions with the highest combined average scores of only your observers. These are listed with the highest ranking area first. **NOTE:** The higher the average observers score (4.00 or higher), the more likely your observers **disagree** with that statement...thereby turning that negative statement into a positive behavior...even a strength.

**Struggles** - The struggles areas gives you a snapshot of areas where your observers feel you may need additional improvement. Below are listed the five questions with the lowest combined average scores of only your observers. These are listed with the lowest ranking area first.

**Blind Spots** - Blind Spots are the five questions with the greatest absolute discrepancy - positive or negative -between how you rated yourself and how your observers rated you. These are listed with the highest discrepancy ranking first. We recommend that you basically "let-it-be" if you have a "negative" blind spot that does not have a negative impact on your job performance or quality of life. If it does have an impact, then you should take action to address it. The best way to be sure about its impact is by asking people you trust for their opinions and suggestions regarding the blind spot in question.

### Top 5 Strengths

28. I regularly consider the opinions, wants and needs of others.	4.33
30. I am sensitive in not being overly assertive in expressing my own opinions and beliefs.	4.00
22. I don't mind being bothered by others, even if it's not important.	3.67
23. I don't mind dealing with the unfamiliar or different.	3.67
26. I easily identify with the feelings and experiences of others.	3.67

### Top 5 Struggles

25. I am comfortable with the opinions and practices of others that are different from my own.	1.33
38. I do not become discouraged by my own mistakes but learn from them.	1.33
35. I easily imagine new and creative alternatives to common problems.	1.67
20. I do not believe that winning is everything - THE most important outcome.	2.00
21. I have a 'cup half full' perspective.	2.00

### Top 5 Blind Spots

38. I do not become discouraged by my own mistakes but learn from them.	-3.67
35. I easily imagine new and creative alternatives to common problems.	-3.33
20. I do not believe that winning is everything - THE most important outcome.	-3.00
29. I see things from all perspectives, mine and others' points-of-view.	+2.33
30. I am sensitive in not being overly assertive in expressing my own opinions and beliefs.	+2.00

## Additional Resources

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### Free Resources

**The Platinum Rule® eWorkbook** - Discover which style seeks power and which one wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. Use The Platinum Rule workbook to put yourself and your projects in the best position to win.

Download at <http://www.platinumrule.com/PlatinumRuleeWorkbookPDF.pdf>

**The Platinum Rule® downloadable MP3** - Alessandra on the Platinum Rule MP3 provides the perfect in-depth overview of my entire Platinum Rule personality system without exhausting you with too many details. I've taken all the choice bits and comic gems from my 20+ years of presenting the Platinum Rule to Fortune 500 companies and put it all down right here on this one hour MP3 you can download instantly.

Download at <http://www.alessandra.com/prvideo/files/download.aspx?sFileName=pr1.mp3>

### Additional Platinum Rule® Resources

- **The Platinum Rule® DVD**  
<http://www.alessandra.com/taproductsdetails.asp?productid=122>
- **Six People IQ Programs on One DVD**  
<http://www.alessandra.com/taproductsdetails.asp?productid=177>
- **The Platinum Rule® for Sales Mastery**  
<http://www.alessandra.com/taproductsdetails.asp?productid=92>
- **The Platinum Rule® Video Training Program**  
<http://www.alessandra.com/taproductsdetails.asp?productid=24>
- **Other Platinum Rule® Products**  
<http://www.alessandra.com/tapr.asp>

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