

REACT TO THE D Style ;xsm#-"@

Imagine that you regularly interact with someone who has a D style and shares your focus on results. Like you, she wants to see big things accomplished, and you probably appreciate her drive to achieve. She's well-respected by the organization as a go-getter who delivers on her promises, and you probably have little trouble relating to her direct, businesslike approach.

Like you, this colleague values action and drive, and you may appreciate that she sets lofty goals and goes after them. She seems confident and strong-willed, and you probably share her readiness to tackle anything head-on. And since you also prefer a dynamic work environment, you're probably comfortable with her intensity and fast pace.

However, you may find that she seems to be a bit more skeptical and questioning than you are. Because she comes across as eager to challenge others' ideas, you may wish she would do more to inspire others to accomplish goals.

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To you, people with the D style may seem:

,/ Driven
,/ Forceful
/ Outspoken

What Is the Motivation for Their Behavior?

As you can see from the map, people with the D style prioritize Results, Action, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

Results

People with the D style tend to be strong-willed individuals who prioritize Results. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you share their determination, you can probably relate to their competitiveness.

Action

In addition, they prioritize Action, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you also tend to create momentum, their bold style probably resonates with you.

Challenge

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you probably prefer to strike more of a balance when considering new ideas, you may become frustrated by their challenging approach.

YOU REACT TO THE C SryLE ;x5:[!'"@

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have some trouble relating to her private nature. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. You may become frustrated with delays caused by her seemingly perfectionistic approach.

To you, this colleague often seems too conventional and methodical. She wants a stable environment where she can ensure reliable outcomes. While you're often bold and adventurous, she seems to overanalyze big decisions. You may see her tendency to calculate risks as a barrier to quick forward momentum.

Furthermore, she tends to be challenging, and she doesn't hesitate to point out flaws when she spots them. You tend to be more optimistic, so you might be put off by her skepticism. However, you can trust that when she does commit to something, she will follow through.

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STABILITY

To you, people with the C style may seem:

,/ Precise
,/ Analytical
,/ Private
'/ Methodical

What Is the Motivation for Their Behavior?

As you can see from the map, people with the C style prioritize Accuracy, Stability, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

Accuracy

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. Since you tend to respond to bold ideas that have an impact on the bottom line, you may grow weary with their orderly, systematic approach.

Stability

In addition, they prioritize Stability. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to push for bold ideas and immediate results, you may grow frustrated with their cautious approach.

Challenge

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more interested in making forward progress, you may think their skeptical approach is a bit cumbersome.

TO INCREASE YOUR EFFECTIVENESS WITH THE S STYLE

When Trying to Connect

People with the S style value cooperation and friendly interaction, Stephanie, and this might affect the way you relate to one another. They're probably more interested in including everyone than you are, while you aren't afraid to take charge and control discussions. In fact, since they're often content to step back and let others do most of the talking, the outgoing and strong-willed approach typical of the Di style may overwhelm them at times.

Therefore, when trying to connect with people who have the S style, consider the following strategies:

- Avoid coming across as too rash or impatient.
Show concern for their feelings and encourage them to tell you when something is bothering them.
Be proactive in seeking their ideas and opinions.

When Problems Need to be Solved

Compared to people with the S style, you're probably more driven to make swift decisions when it comes to solving problems. While they're likely to avoid rapid, dramatic change, you tend to be open to bold solutions. As a result, their more cautious approach may seem indecisive to you, while your willingness to change course rapidly may seem hasty or risky to them.

Therefore, when solving problems with people who have the S style, consider the following strategies:

- Show respect for their need to adjust to change.
- Strike a balance between your more daring approach and their more cautious one.
- Suggest a timeline that will lead to a reasonably prompt outcome.

When Things Get Tense

Like people with the S style, you want to support others—a priority you share even though it's not typical of the Di style. Therefore, you may show some willingness to accommodate others in conflict situations. However, you tend to be more outspoken than they are, so you may end up overpowering them. While you may think they're convinced, they may simply give in to avoid a prolonged disagreement. As a result, you may undermine their trust, and they may bury their resentment.

Therefore, when things get tense with people who have the S style, consider the following strategies:

- Don't interpret their silence as resolution, as they may be hiding their feelings and allowing bitterness to build.
- Highlight your shared preference for support while you focus on uncovering the true source of the conflict.
- Follow up to make sure the issue is truly resolved'

SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

Stephanie, given everything you've learned about your style, what follows are three key strategies that might help you work more effectively with all the people in your workplace.

1 Take Care to Get Things Right the First Time

ACTION

You probably want to move things along quickly, so you may get frustrated with delays caused by others' need for precision. However, people who are more accuracy-focused may feel that you don't respect their work if you move ahead too quickly, especially if it causes rework. Taking the time to analyze deeper issues will help you get to the root of problems and minimize wasted time and effort.

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- Be willing to sacrifice immediate progress to examine the details and get things right.
- Give recognition to people for their focus on quality by letting them know that you value their precision.

STABILITY

2 Get Buy-In Before Moving Ahead

Because you usually have a clear vision of how you want things to be, you may charge ahead with your plans, even if there is only tepid support from your peers and partners. While you tend to have confidence in your ideas, if you fail to make sure others are on board, people will end up feeling alienated and resentful.

- Give people time to put their thoughts together rather than assuming that silence means agreement.
- Remember that many people will not share their concerns if you seem too forceful and determined.

3 Give Others a Chance to Share Their Ideas

You may have a tendency to dominate conversations so that others don't have the opportunity to speak up. Keep in mind that not everyone is as outspoken as you tend to be, and you may end up missing out on their valuable insights. By inviting more collaboration and dialogue, you can benefit from the talents of those around you.

- Consciously seek out the opinions of those who tend to be more soft-spoken.
- Listen actively and acknowledge everyone's contributions, even if you disagree.

ALIZED SryLE INDEX: THE i SryLES

EVERYTHING
WORKPLACE

Action Enthusiasm Results

Goals: Exciting breakthroughs
Judges others by: Ability to think creatively, charisma
Influences others by: Boldness, passion
Overuses: Impulsiveness, outspokenness
Under pressure: Becomes impulsive, lashes out at others
Fears: Fixed environments, loss of approval or attention
Would increase effectiveness through: Focusing on the details, patience, listening to others

Stephanie, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they also prioritize Enthusiasm, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You also tend to express yourself and stay positive so you may appreciate their tendency to get people excited about ideas.

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. You also want results, so you can probably relate to their ambition.

Enthusiasm Action Collaboration

Goals: Popularity, approval, excitement
Judges others by: Openness, social skills, enthusiasm
Influences others by: Charm, optimism, energy
Overuses: Optimism, praise
Under pressure: Becomes disorganized, gets overly expressive
Fears: Rejection, not being heard
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Although you tend to share their optimistic viewpoint, you may find their focus on creating a lively atmosphere overlooks the need for concrete results.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you also tend to move swiftly once you have made up your mind, you may relate well to their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you tend to appreciate their efforts to get the best out of teamwork, you may find their group focus to be too limiting, since it could hinder the pursuit of your individual goals.

Collaboration Enthusiasm Support

Goals: Friendship
Judges others by: Ability to see good in others, warmth
Influences others by: Agreeableness, empathy
Overuses: Patience with others, indirect approaches
Under pressure: Takes criticism personally, avoids conflict
Fears: Pressuring others, being disliked
Would increase effectiveness through: Acknowledging others' flaws, confronting problems

People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis on team efforts.

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-headed and encouraging, and they often like to spread their optimistic spirit to others. Because you share their positive outlook, you probably find it easy to relate to their happy-go-lucky approach.

Furthermore, those with the iS style also value Support so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

