

Style	D	I	S	C
Description	<p>Adjectives generally used to describe people with your style:</p> <ul style="list-style-type: none"> competitive, demanding, vocal, adventurous, initiating <p>Terms often used to describe people with your style:</p> <ul style="list-style-type: none"> reorganizer, project leader, idea creator, pioneer 	<p>Adjectives generally used to describe people with your style:</p> <ul style="list-style-type: none"> talkative, social, communicative <p>Terms often used to describe people with your style:</p> <ul style="list-style-type: none"> performer, merrymaker, idea generator, quick-witted 	<p>Adjectives generally used to describe people with your style:</p> <ul style="list-style-type: none"> deliberate, careful, stable, systematic <p>Terms often used to describe people with your style:</p> <ul style="list-style-type: none"> worker with a steady trend, does not get in your face, does not envy others, feet on the ground, balancing force 	<p>Adjectives generally used to describe people with your style:</p> <ul style="list-style-type: none"> precise, perfectionist, logical <p>Terms often used to describe people with your style:</p> <ul style="list-style-type: none"> fears to be wrong, follows the rules, performance criticizer
How to identify people with your style?	<ul style="list-style-type: none"> Often interrupts you, speaks on the telephone at the same time Often in a hurry and has many projects Do not always appear polite 	<ul style="list-style-type: none"> Excited, open and friendly Expresses when agrees with you Emphasizes the positive side of issues and things 	<ul style="list-style-type: none"> Secure and stable Proceeds carefully Listens and nods 	<ul style="list-style-type: none"> Things in order Focuses on details Polite in a diplomatic way
COMMUNICATION				
Communication Style	<ul style="list-style-type: none"> Often only to one direction; from him/her to listeners Own opinions are communicated as facts that need no more discussion May be blunt; says what he/she thinks Good in discipline situations in which compromise is not sought 	<ul style="list-style-type: none"> Selling and inspiring style Wants to talk a lot, but avoids details Avoids bringing up difficult subjects Good in giving constructive feedback 	<ul style="list-style-type: none"> Often only to one direction; he/she listens Answers when asked Talks calmly and systematically Prefers to talk about issues he/she masters Prefers to talk one-to-one than to a large group Good instructor 	<ul style="list-style-type: none"> Prefers to communicate in writing Does not easily express disagreeing views Masters the details May lose the essentials Does not like to talk about opinions or abstract matters Does not order; refers to rules
When you communicate:	<ul style="list-style-type: none"> Focus more on feelings and emotions Talk less, listen more Be more patient Slow down your presentation Be careful not to dominate the interaction Allow time for "small talk" Be careful not to come across as blunt and impolite 	<ul style="list-style-type: none"> Talk less, listen more Focus more on details and facts Be more direct Slow down your presentation Be careful not move too close to others Remember to follow up Do not get too emotional Keep to the subject 	<ul style="list-style-type: none"> Be more expressive and animated Speed up your presentation Talk more Keep emotions under control Focus a little less on details Be careful not to come across as too opinionated Be more results-oriented in your communication 	<ul style="list-style-type: none"> Talk more Talk less about detail, facts and figures Be more expressive Focus on being more inspiring Spend more time chatting Speak more about people and emotions Be careful not to appear cold, impolite and distant

Your style:		D	I	S	C
The way you should approach the person with style...	D	Example approaches: <ul style="list-style-type: none"> I need only five minutes of your time ... This is your goal. What do you want and when do you want it to be ready? Here is a problem that you should resolve... This must be ready by ... 	<ul style="list-style-type: none"> Be direct Provide alternatives Ensure he/she wins Disagree only on facts Enjoy the battle Do not be emotional Do not dominate Act quickly, he/she decides fast Do not "walk over" him/her 	<ul style="list-style-type: none"> Concentrate on what/when goals Act faster Focus on issues Provide feedback regularly Show interest 	<ul style="list-style-type: none"> Stress short-term goals Be direct and task-oriented Be less theoretical Go into issues and be positive Do not take his/her directness personally Use pictures, start with the overall picture
	I	<ul style="list-style-type: none"> Show your enthusiasm Be optimistic Be open to others' opinions Show your ability to adapt Ask his/her opinion before you make decisions 	Example approaches: <ul style="list-style-type: none"> We could exchange our views on this ... I would like to hear your opinion... Could we speak about some new alternatives? Could we meet and discuss this? How do you think we should act on this? 	<ul style="list-style-type: none"> Speed up, act faster Speak more Take him/her into consideration, be more cooperative Take time to discuss alternatives Take part enthusiastically 	<ul style="list-style-type: none"> Concentrate on "who and what else" goals Be open and discuss Do not lose contact with him/her Adapt a team attitude (e.g. Let's do it together) Do not focus on mistakes, remember achievements
	S	<ul style="list-style-type: none"> Focus on how and how much Provide time to consider issues from his/her angle Be less demanding State both sides of the issue, begin with negative and end with positive Warn about changes beforehand Don't pressure into too fast reactions or decisions 	<ul style="list-style-type: none"> Demonstrate the reliability and continuity of the issue Speak also about the negative aspects Provide enough background information Do not expect fast action Listen, do not interrupt, give more time 	Example approaches: <ul style="list-style-type: none"> How should we process? We should act like this. First this and then that.... How do you think we should do this? I want you to be involved in planning from the beginning 	<ul style="list-style-type: none"> Explain things step by step Use practical examples, avoid using numbers only Provide time to analyze the information Also consider the risk factors Consider his/her opinion, ask
	C	<ul style="list-style-type: none"> Answer questions carefully, give reasons Respect his/her expertise and be less commanding Do not make yourself threatening Listen and encourage discussion Offer alternatives 	<ul style="list-style-type: none"> Concentrate on why/what questions Explains carefully, utilize references and facts Prepare, slow down, and think before you act Be open to questions and feedback Provide information in writing Be sincere and modest 	<ul style="list-style-type: none"> Provide background information Respect his/her technical attitude Understand his/her independence Provide all relevant information Provide regular fact-based feedback 	Example approaches: <ul style="list-style-type: none"> I would like to provide you with some additional information I would like to hear your assessment What are the pros and cons of the different alternatives? Could you list the key issues?

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HOW YOU MAY OVERUSE YOUR STYLE				
	<ul style="list-style-type: none"> ▪ Short fuse - becomes irritated easily ▪ "Black or white/Right or Wrong" steamroller ▪ Exceeds authority ▪ "Motivates" with fear ▪ Poor listener ▪ Impatient in delegating ▪ Over-delegates and over-directs ▪ Insensitive and undiplomatic ▪ Self-centered 	<ul style="list-style-type: none"> ▪ Impulsive ▪ Unrealistic in assessing people ▪ Not interested in details ▪ Disorganized ▪ Listening skills depend on the situation ▪ Overly optimistic ▪ Overly trusting ▪ Protests 	<ul style="list-style-type: none"> ▪ Worships status quo ▪ Resists changes - is afraid and hesitates in changing environment ▪ Slow to move without directions ▪ Instead of delegating, completes the task ▪ Leans on others ▪ Inexpressive - nods even when disagrees 	<ul style="list-style-type: none"> ▪ Leans on the management ▪ Hesitates to act w/out precedent ▪ Gets stuck in ways of doing things and systems ▪ Does not take risks in new things ▪ Does not express feelings ▪ Likes to work alone ▪ Gives in when in conflicts ▪ Overly critical ▪ Fears mistakes and embarrassment
PROS AND CONS OF YOUR BEHAVIORAL STYLES				
Pros	<ul style="list-style-type: none"> ▪ Determined ▪ Strong ▪ Gets results ▪ Fast ▪ Risk taker 	<ul style="list-style-type: none"> ▪ Enthusiastic ▪ Active ▪ Relationships expert ▪ Fast starter 	<ul style="list-style-type: none"> ▪ Pleasant ▪ Gains trust ▪ Seeks compromise ▪ Family & friends are important 	<ul style="list-style-type: none"> ▪ Thorough ▪ Persistent ▪ Matter-of-factness ▪ Facts are important
Cons	<ul style="list-style-type: none"> ▪ Rough ▪ Pressuring ▪ Sore loser ▪ Selfish ▪ Can be a risk 	<ul style="list-style-type: none"> ▪ Too intuitive ▪ Emotional ▪ Butterfly – all over the place ▪ Too many balls in the air 	<ul style="list-style-type: none"> ▪ Slow ▪ Sticks to routine ▪ "Yes-yes" person ▪ Gives in too easily 	<ul style="list-style-type: none"> ▪ Slow ▪ Does not see forest from the trees ▪ Difficult to approach ▪ An "expert"
Your listening style	<ul style="list-style-type: none"> ▪ Listens only to short explanations ▪ Thinks how this can benefit me ▪ Not thorough ▪ Impatient ▪ Tends to show own feelings 	<ul style="list-style-type: none"> ▪ Enjoys the interaction ▪ Focuses on the feelings/emotions ▪ Does not pay attention to details ▪ Provides at a lot of feedback ▪ Gets enthusiastically involved ▪ May talk too much ▪ May not assess what is said ▪ May lose concentration and get sidetracked 	<ul style="list-style-type: none"> ▪ Patient listener ▪ Pays attention ▪ Focuses on the message ▪ May nod even when disagrees, does not give a lot of feedback ▪ May interrupt and resist if the message creates change ▪ May focus on the negative and subdue excitement 	<ul style="list-style-type: none"> ▪ Attentive listener if interested in the topic ▪ Looks for logic in presentation ▪ Does not provide much feedback ▪ Can be critical and/or look for mistakes, errors, etc. ▪ May get hung up in details ▪ Asks lot of questions if interested

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Decision-making and your style	<ul style="list-style-type: none"> Wants to make the decisions Fast Comfortable with "cold" decisions Keeps the big picture in mind Independent Does not follow rules May exceed authority level Does not need lot information Takes risks May forget the effects on people 	<ul style="list-style-type: none"> Feeling based Relatively fast Looks for the "popular" and/or favorable decision Keeps people in mind Does not need a lot of supporting information May overlook details Optimistic about the outcomes 	<ul style="list-style-type: none"> May postpone the final decision Wants to double check Slow Looks for precedents Looks for more information Cautious Tries to avoid risks Looks for support Considers the effects on others 	<ul style="list-style-type: none"> May not make the final decision Needs a lot of supporting information Is able to consider a large amount of information Avoids risk Slow Follows rules Concentrates on facts and details May forget the big picture
Pleasant tasks	<ul style="list-style-type: none"> Challenging Independent Comprehensive Risky Multi-dimensional Clear, quantifiable goals Free from routines, and helping and listening to others 	<ul style="list-style-type: none"> Working with people Positive Communicative Multi-dimensional Inclusive of different types of people Free from hard facts, unpleasant decisions, conflict situations 	<ul style="list-style-type: none"> Clearly defined Mostly predictable Allow own work pace Relating to own expertise Being in the background Free from sudden risk situations, "useless fuss", overlapping rush projects 	<ul style="list-style-type: none"> Developing own skill level and professionalism Clearly defined Completed independently Logical Free from fast decision-making, aggressiveness, and abstractness
You would be a more effective subordinate if you	<ul style="list-style-type: none"> Would be more willing to discuss Would listen to the view(s) of supervisor Would keep your cool and be patient 	<ul style="list-style-type: none"> Would stop to listen and not think what you will say back Would not take things personally and emotionally Would recognize own principles that are based on emotions 	<ul style="list-style-type: none"> Would tell quicker what you really think Would not nod when you don't agree Would allow yourself the opportunity to openly listen to new suggestions 	<ul style="list-style-type: none"> Would not analyze new ideas too quickly Would bring up opportunities Would talk about own feelings Would believe in the impossible for a moment
You would be a more effective supervisor if you	<ul style="list-style-type: none"> Would ask the subordinate what the topics of the discussion are Would let subordinate to develop solutions Would avoid being above others Would avoid talking about negative issues 	<ul style="list-style-type: none"> Would make own goals clear Would follow up Would have patience to listen to the subordinate Would also discuss negative issues 	<ul style="list-style-type: none"> Would more clearly express own opinions Would hold on to own opinions Would not get into chatter and avoid the issues 	<ul style="list-style-type: none"> Would emphasize positive issues Would talk about own feelings and thoughts Would not appeal to rules of the discussion and other people Would smile

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SIGNS OF STRESS				
Stress sources	<ul style="list-style-type: none"> ▪ Inability to achieve goals ▪ Losing the decision making power ▪ Losing power of authority ▪ Not being able to influence what happens ▪ Losing position ▪ Inability to make independent decisions 	<ul style="list-style-type: none"> ▪ Losing peoples' attention ▪ Routine ▪ Being not involved ▪ Strict rules, inflexibility ▪ Silence 	<ul style="list-style-type: none"> • Sudden changes • Insecurity • Unstable environment • Possible future problems • Injustice 	<ul style="list-style-type: none"> • Lack of information • Unclear about own role and position • Conflict • Chaos • Not being able to control what one is supposed to control • Having to show weakness in emotions
Signs of stress	<ul style="list-style-type: none"> ▪ Becomes aggressive and pressuring with short-term goals ▪ Pressures people ▪ Focuses on immediate results and action ▪ Becomes impatient ▪ Changes things hastily ▪ Becomes irritated blunt, stubborn, inflexible and demanding 	<ul style="list-style-type: none"> ▪ Becomes overly concerned over relationships ▪ Talks a lot ▪ Seeks attention from everywhere ▪ Is too interested in other peoples' attention ▪ Has strong opinions that defends emotionally 	<ul style="list-style-type: none"> • Becomes overly cautious • Wants to retain current situation • Attacks aggressively to any attempt to change things • Bases everything on fairness and avoiding risks • Takes distance and opposes everything • Becomes difficult to approach and stubborn 	<ul style="list-style-type: none"> • Questions everything • Becomes overly considerate and interested in cause-effect relationships • Trusts only facts, and doubts even them • Is afraid of the worst • Withdraws oneself, becomes aloof
Relieving the stress	<ul style="list-style-type: none"> ▪ Let function independently ▪ Let contribute ▪ Give responsibility 	<ul style="list-style-type: none"> ▪ Give possibility to move, travel, meet people ▪ Do not force him to lose face ▪ Move closer ▪ Praise 	<ul style="list-style-type: none"> ▪ Create a predictable environment ▪ Involve in planning ▪ Create a familiar and safe environment ▪ Talk and explain a lot ▪ Show that you care 	<ul style="list-style-type: none"> ▪ Give information ▪ Avoid public loss of face ▪ Make the instructions and rules as clear as possible ▪ Don't push to decisions