

Working Better Together

D – Dominance

- Be clear, specific, brief and to the point. Use their time efficiently.
- Stick to business. Come prepared with all requirements, objectives, and support material in well-organized “package”.
- Present the facts logically; plan your presentation efficiently, concisely.
- Ask specific (preferable “what”) questions.
- Provide key alternatives and choices for making their decisions.
- Provide facts and figures about probability of success and effectiveness of options.
- If you disagree, take issue with facts, not the person.
- Motivate and persuade by referring to objectives and results.
- Support, maintain, and use discretion.
- After talking business, depart graciously.

C – Conscientiousness

- Prepare your “case” in advance. Use time to be accurate.
- Approach them in a straightforward, direct, but low-key way; stick to business.
- Support their logical, methodical approach; build your credibility by listing pros and cons to any suggestion you make.
- Make an organized contribution to their efforts. Present specifics and do what you say you can do. Take your time, but be persistent.
- Draw up a scheduled approach to implementing action with step-by-step timetable; assure them there won’t be surprises.
- If you agree, follow through.
- If you disagree, make an organized presentation of your position and ask for their input
- Ask “why” questions
- Give them time to verify predictability of your actions; be accurate, realistic.
- Provide solid, tangible, practical evidence.
- Indicate guarantees over long period; but provide options.

i – Influence

- Plan interaction that supports their dreams, feelings, and intuitions. Use time to be stimulating.
- Use enough time to be sociable, yet fast-moving.
- Leave time for relating, socializing.
- Talk about people and their goals; opinions they find stimulating.
- Don’t deal with excessive details; put them in writing; pin them to modes of action.
- Ask for their opinions/ideas regarding people.
- Provide testimonials from people they see as important, prominent.
- Ask specific (preferably “who”) questions.
- Provide ideas for implementing action.
- Offer special, immediate and extra incentives for their willingness to take risks.
- Continue supporting the relationship, be casual.

S – Steadiness

- Start (briefly) with a personal commitment. Break the ice. Use time to be stimulating.
- Show sincere interest in them as people; find areas of common involvement; be candid and open.
- Patiently draw out personal goals and work with them to help achieve these goals, listen/be responsive.
- Present your case softly, non-threateningly. Ask “how?” questions to draw their opinions. If you agree easily, look for possible areas of early disagreement or dissatisfaction.
- If you disagree, look for hurt feelings, personal reasons.
- Move in an informal, though orderly, fashion.
- Define clearly (preferably in writing) individual contribution.
- Provide guarantee that their decision will minimize risks, and assurances that provide them with benefits.
- Provide personal assurances, clear specific solutions with concrete guarantees.



Behavior	D	I	S	C
Talk About...	I will	I want	I feel	I think
Way they talk...	States results	States involvement	Inquires about feelings	Inquires about facts
Tone...	Loud, fast, uses voice to make a point	Loud, fast, uses voice to gain excitement	Quieter, slower, ask questions	Quieter, slower, asks for information
Questions...	What	Who	How	Why
Body Language	Leans forward Intense eye contact Limited facial expression	Leans forward Good eye contact Lots of gestures	Leans back Some facial expression Small gestures	Leans back Limited facial expression Limited gestures
Communication	Direct – To the point	Animated Excitable	Vague Casual	Specific Logical
Listening	Can be a poor listener May interrupt Wants to control	Listens and reacts Talks a lot	Good listener Cares Will react eventually	Listens May appear as though they are not listening
Thrives on...	Pressure	Stimulation, fun	Togetherness, support	Accuracy, information
Work areas may appear...	Organized in priority order	Full of interesting gadgets & novelty items	Pictures & sentimental items are displayed	References are at finger tips, lots of paper
When working...	Looks like a whirlwind	Moves from one thing to another, bores easily	Takes time, doesn't like pressure	Methodical, likes predictability of routine
Dislikes...	Wasting time	Reinventing the wheel	Confrontation	Being wrong
Makes decisions on...	Reaching goals	Intuition	Their feelings	Evidence
Want to be appreciated for...	Productivity and impact	Contribution and giving others opportunities	Involvement, working well with others	Quality and sound judgment
Like to be rewarded with...	Power	Recognition	Approval	Responsibility
How they thank others...	Give you more responsibility, have higher expectations	Telling others about you, gives lots of public praise	Says thank you, makes you feel special	Values your judgment, gives you autonomy



Behavior	D	I	S	C
When dealing with...	You should...	You should...	You should...	You should not...
	Be brief and efficient Get to the bottom line Give them a choice Let them feel in control	Show interest Show personal involvement Compliment them	Be easy Be informal Give them time Be agreeable	Talk facts Be accurate Tell exactly what Tell exactly when
When dealing with...	You should not...	You should not...	You should not...	You should not...
	Beat around the bush and get personal	Get straight to business Dwell on details	Hurry them Confront them	Be vague or illogical Be overly casual

Ways to improve your communication

D	I	S	C
Listen more Pressure others less Curb competitiveness Be less impersonal Be more patient Watch need for control Be less condescending Take on less Give longer lead times	More attention to details Avoid coming on too strong Don't intimidate others Get to business faster Avoid overreacting Be less dramatic Talk less Don't steal the limelight State case objectively Don't dominate the conversation	Avoid being too slow paced Initiate or take action Set deadlines Be more assertive Don't get too personally involved Organize your thoughts Don't get flustered under pressure	Reduce need for facts and figures Trust your intuition Be more flexible and less of a perfectionist Don't be judgmental Develop relationships Avoid too much detail Make decisions quicker Be more spontaneous Give more praise Avoid being aloof

