

<b>Extended DISC Leadership Assessment</b>  <b>REPORT</b>	Person analyzed <b>Stoltzfus, tony</b>
	Organization <b>Pegasus</b>



This analysis is based on the responses given in the Extended DISC Personal Analysis Questionnaire. This analysis should not be the sole criterion for making decisions about oneself. The purpose of this analysis is to provide supporting information to the respondent in self-development.

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This page is a **description of how this style of person** *is typically seen by others*. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider a person's conscious ability to adapt behavior. In other words, while the text describes the typical behavior for individuals with this style, a person certainly can modify behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

**Attributes:**

People-oriented, active, communicative, eager, delicate, spontaneous, correct, obeys instructions, open, friendly, vivid, enthusiastic, positive, motivating, thorough if needed.

**Motivators:**

tony likes to work with nice people. He needs instruction, although does not always bother to listen to it very attentively. He likes change and planning new things. He gets excited quite easily, especially when tony finds others thinking positively.

**Tries to Avoid:**

Routine, boring tasks that must be completed alone annoy him. He dislikes quarrels and commanding others. tony likes to inspire others, but he never forces them. If somebody keeps discussing a boring subject, he leaves to look for the better company.

**Ideal Supervisor:**

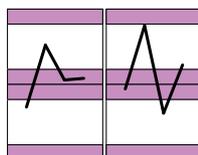
A good supervisor is open, speaks inspirationally and lets him get close - giving this employee an opportunity to exchange opinions and participate in conversations. The supervisor must motivate him with changes and new tasks as well as explain what is expected of him. In need, the supervisor must make sure that this person fights his way through difficulties.

**Communication Style:**

Most people like his style, although some may find him too wordy or chatty. He can be a very critical listener one time, and the next time unable to concentrate at all. As an emotional person he is able to state his feelings but not plain facts. He is able to present boring things in an inspiring way.

**Decision-making:**

He is better at selling others' decisions than making them himself. He is an eager idea generator, but the final decision requires everyone's discussion and participation. Sometimes feelings interrupt his thoughts, but he is able to understand the facts.



## Motivators - Comfort Areas

These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Varying and diverse people contacts
- Social acceptance and popularity
- A changing environment and non-repetitive assignments
- Lively work environment
- Possibility to open up and talk
- Working with other people
- Putting things through by being flexible
- Helping and guiding
- Wide network of contacts
- Broad guidelines for work
- Exchanging thoughts and ideas
- An opportunity to influence others without being demanding

## Situations that Reduce Motivation

These are items that this style of person typically does not like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Losing others' approval
- End of open discussions
- Workplace where people are bored with everything
- Solving disagreements with orders
- Risky decision-making based purely on facts
- Giving orders to others from a distance
- Getting stuck in routines and repetitive tasks
- Fact-centered thinking
- Bureaucratic organization
- Having to be direct in communication
- Aggressive and fact-oriented people
- "Soft" values being replaced by "hard" values



## Strengths

The behavioral skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Comes up with new ideas for others
- Can get excited even about dull things
- Sees the brighter side of issues
- Is not irresponsible when seeking for change
- Is always ready to socialize
- Doesn't fight with others
- Spreads gentleness and happiness
- Is enthusiastically involved in starting new projects
- Doesn't easily fall into a routine
- Wants to introduce new operational models
- Can smile
- Introduces new ideas

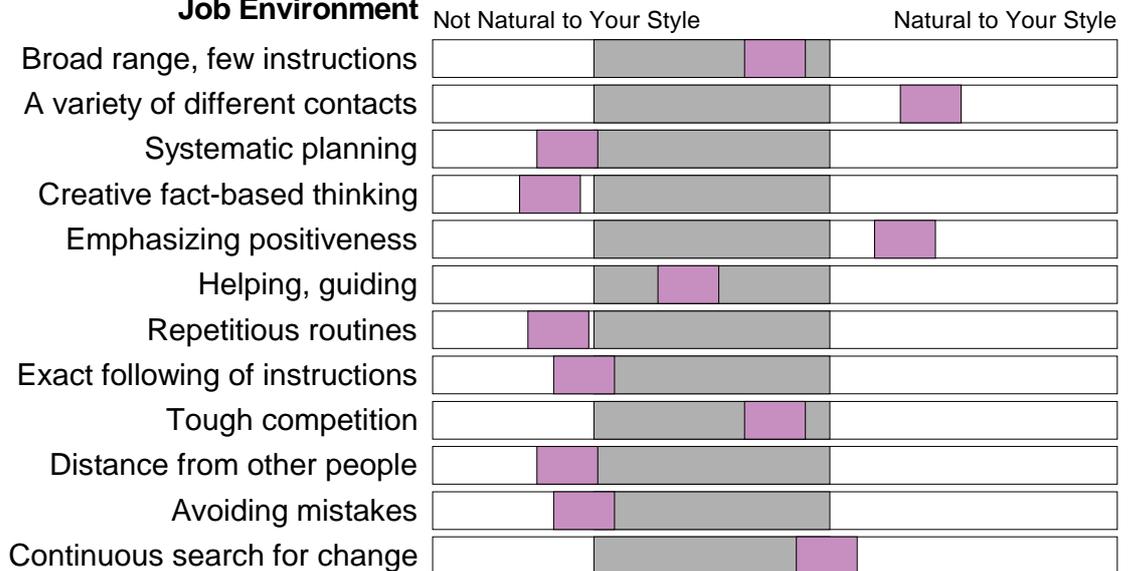
## Reactions to Pressure Situations

These are not a description of this person's weaknesses or present behavior. They are items that the person should be cautious about since if he/she gets overly enthusiastic or stressed these weaknesses may become active.

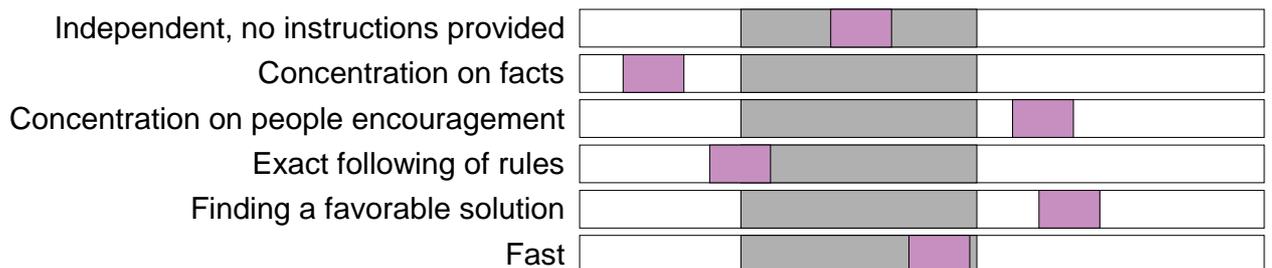
- Is too tolerant and careless
- Paints things in too rosy colors
- Talks more than listens
- Leaves out the negative even when shouldn't
- Jumps from one thing to another
- Allows emotions to guide decisions
- Flatters others to maintain a positive attitude
- Has difficulties in concentrating on work and things
- When trying to organize something, messes things up
- Can be taken advantage of; doesn't get angry
- Seems to be listening but his mind is elsewhere
- Is too sentimental



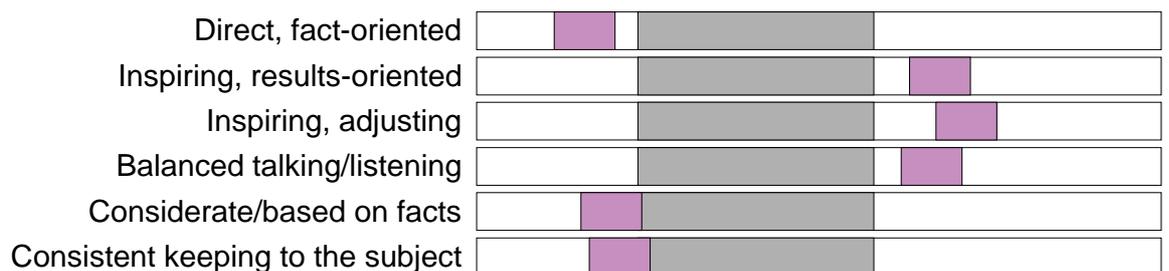
**Job Environment**



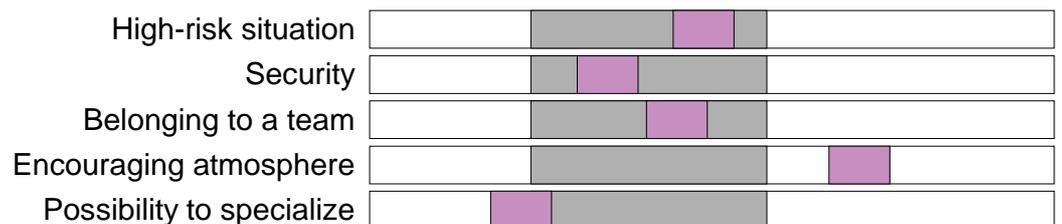
**Decision-Making**



**Communication**

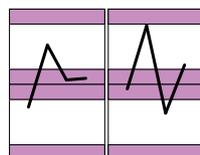


**Is Motivated By**



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10



## Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### Job Environment - A variety of different contacts

- Consider whom you actually have to communicate with to do your job
- Beware of spending too much time with the wrong people to achieve your own goals

### Decision-Making - Finding a favorable solution

- Learn to realize when you cannot satisfy everybody
- Make a distinction between making a difficult decision and relating it in a positive way

### Communication - Inspiring, adjusting

- Learn to talk candidly about unpleasant things
- Learn to express your opinion more directly and without doubts

### Is Motivated By - Encouraging atmosphere

- Learn not to take others coldness personally
- Learn to work with different kinds of people

## Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### Job Environment - Creative fact-based thinking

- Learn to visualize entireties with drawings
- Learn to not to think what "other people think about this"

### Job Environment - Repetitious routines

- Create a work environment that has as few distractions as possible
- Ask someone else to write down step-by-step instructions regarding your recurring responsibilities

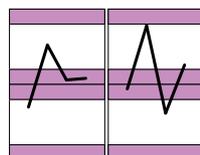
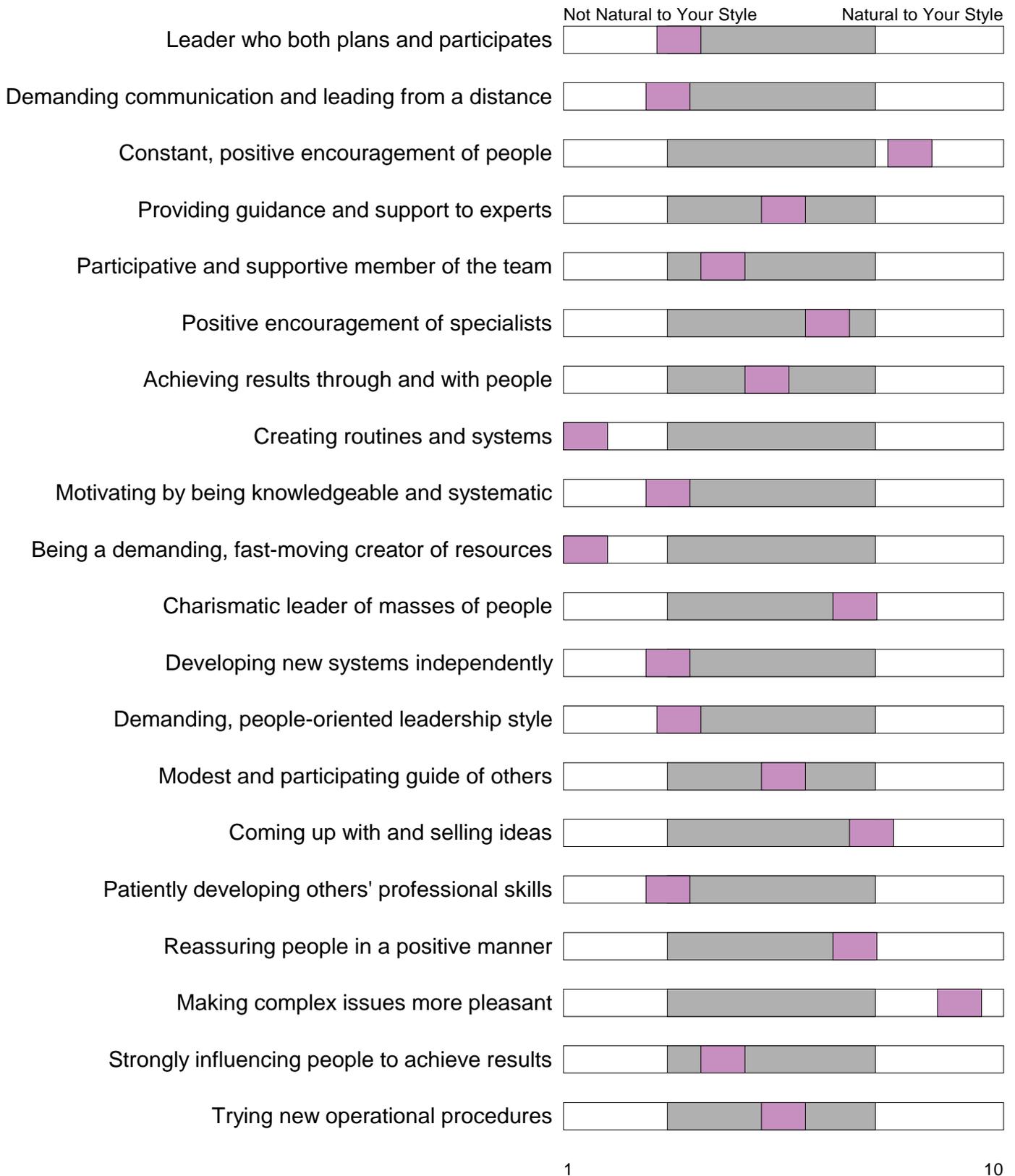
### Decision-Making - Concentration on facts

- When making decisions, do not think about other people's opinions
- Try to change the decision-making situation so that it can be solved with figures

### Communication - Direct, fact-oriented

- Do not mix facts with opinions - say things the way they are
- Learn not to smooth out your message or to make things you say sound nicer





## Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### Constant, positive encouragement of people

- Draw a line regarding what you are willing to tolerate
- Make sure your subordinates know that you also have the ability to implement unpopular solutions

### Coming up with and selling ideas

- You can get people excited - but make sure that you know about what exactly
- Do not change something that you just recently changed

### Reassuring people in a positive manner

- Make sure to inspire people in a way that motivates them - not in a way that motivates you
- Try to be a little more demanding with employees who are already motivated

### Making complex issues more pleasant

- Learn to identify and focus on the essence of issues
- Determine first how you should present the issue - should you elaborate or keep it simple

## Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### Demanding communication and leading from a distance

- Consciously include in your instructions how you plan to measure if they are being followed
- Do not back off from demanding others to achieve the goals

### Creating routines and systems

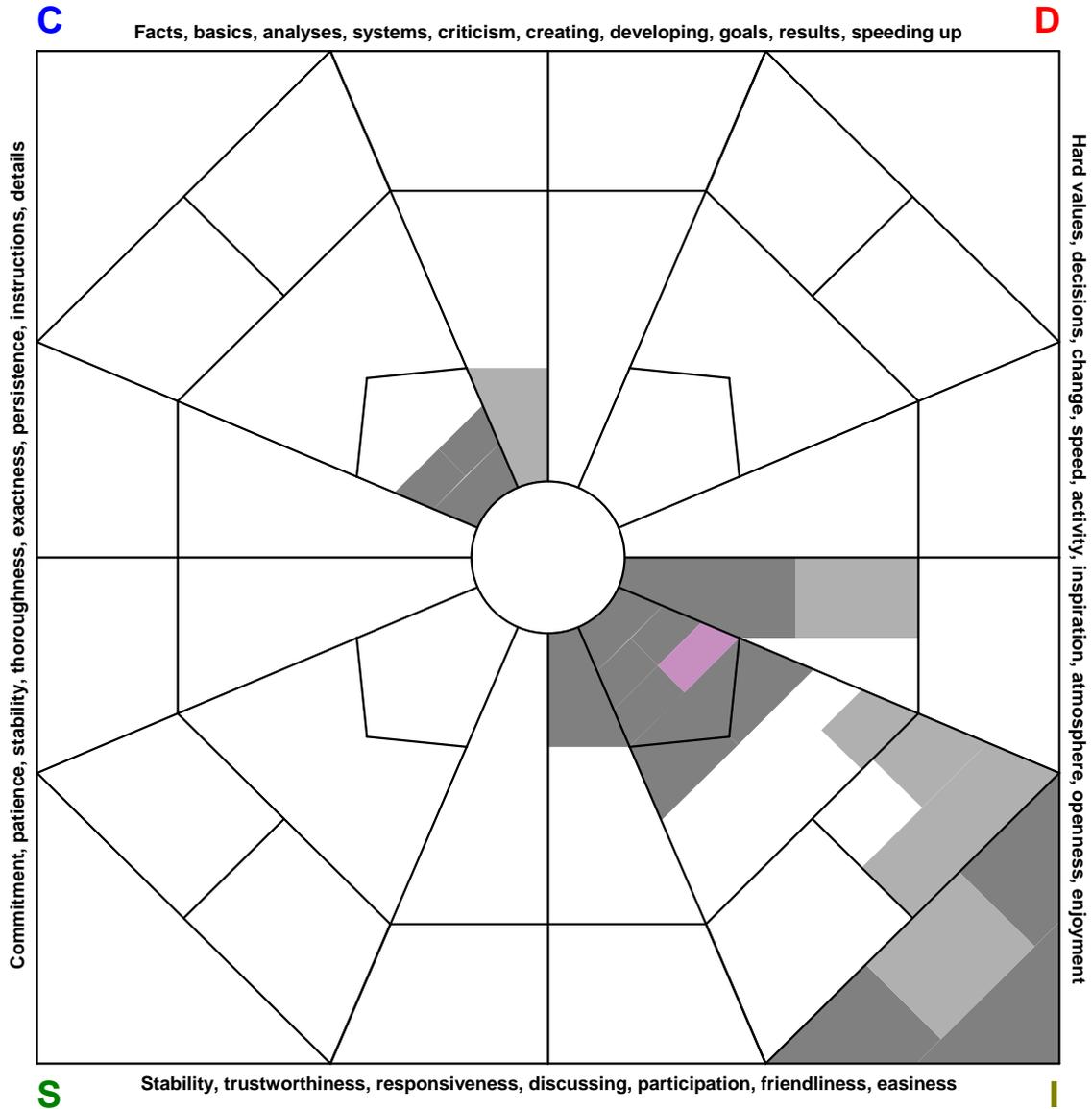
- Do not be too optimistic - check how things are in reality
- Make sure your plan is documented

### Motivating by being knowledgeable and systematic

- Try to keep your written communication as matter-of-fact as possible
- Get very good technical support material - and learn to read it

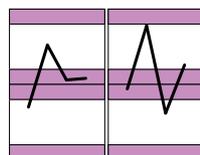
### Being a demanding, fast-moving creator of resources

- Learn to prioritize your own needs
- Inform about issues faster than you make decisions about them



### Flexibility Zones:

-  Current Zone = The position of the profile at the moment
-  Natural Flexibility Zone = The area where the profile will most probably shift
-  Easiest Development Zone = The area toward which the profile is easiest to develop
-  Most Difficult Development Zone = Areas that require stronger conscious adjustment of behavior



# Extended DISC Leadership Assessment

## Leadership Style Profiles

Person analyzed

**Stoltzfus, tony**

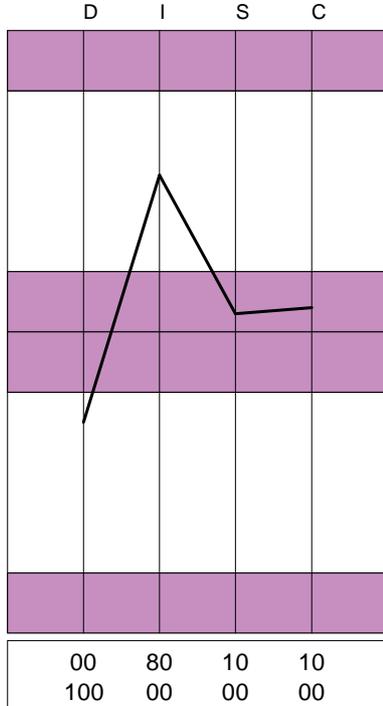
Organization

**Pegasus**

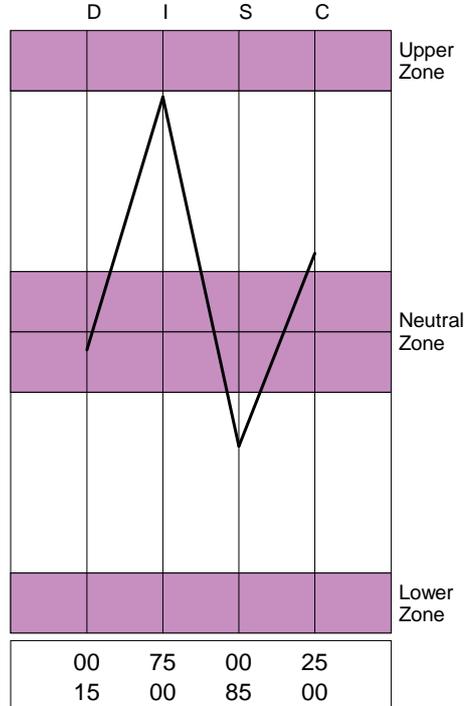
Date

**03.09.2009**

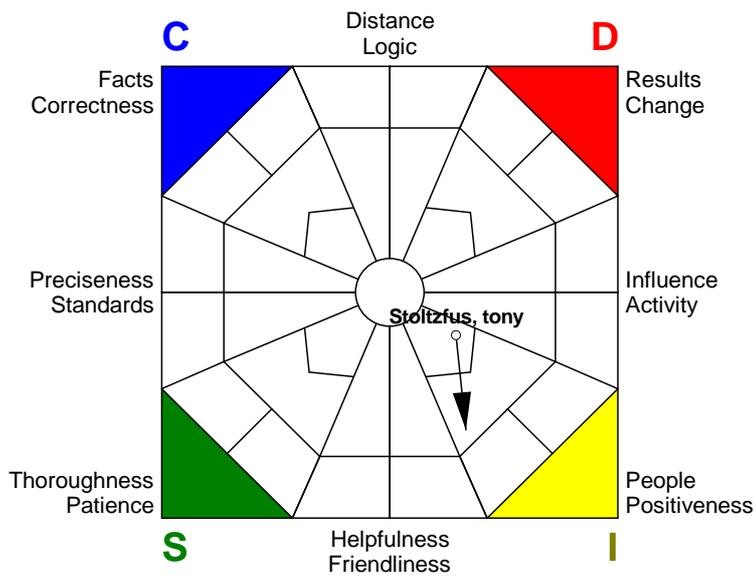
Profile I - Perceived Need to Adjust



Profile II - Natural Style



# Extended DISC - The Diamond



## Your primary relationship role is: Communicator

A Communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. He has an excellent ability to make boring matters interesting. The Communicator seeks change but not at the expense of people or the organization. Others find him very genial and easy-going but also a little mysterious and evasive. In reality the Communicator wants to avoid quarrels and does not want to interfere with other people. He is afraid of arguments, which is why he does not reveal all of his own feelings to people. The Communicator likes the fact that people know what they are expected to do. Meeting different kinds of people in positive situations is ideal to him. He enjoys investigating things, deliberating different points of view and creating new ideas. However, he does not always want to advance those ideas aggressively with others.

### An attitude toward teamwork

A pleasant way to meet people  
A place to ask for and get information  
A means to ensure a good atmosphere remains

### A role in a team

The one who corrects errors positively  
Presents a familiar matter in a new way  
Is a team player

### A role as a decision maker

Cautiously and willingly gives responsibility to others  
Emphasizes the meaning of information  
They want to hear everybody's opinion first

### A role as a motivator

Manages to see things in a positive way  
Guides people and at the same time praises positively  
Brings new ideas

### A role as a performer

Wants to avoid errors  
May stay to discuss and think  
Gets bored if the job gets too routine

### The benefit the group receives

Positive energy for pertinent people  
The one who levels down disagreements  
Information for everybody about issues

### Convergent styles

Stimulator, Specialist

### Complementary styles

Changer, Doer, Planner

<b>Extended DISC Leadership Assessment</b>	Person analyzed <b>Stoltzfus, tony</b>	
	Organization <b>Pegasus</b>	Date <b>03.09.2009</b>
<b>Questions</b>		

### Questions relating to the person's expressed emotions:

He does not feel the need to be tougher or more decisive, and is capable of being his own amiable self. Helping and supporting others may have become more important than in the past.

Do you want to take part in decision-making?

At the time of analysis he was strongly focused at acting through, and affecting, people. This is a natural way of behaving for him. Being apart from people would reduce his motivation.

What do you get out of working with people?

Presently he feels that he cannot be in a role that is as versatile as he would like to and that his possibilities have been restricted. This situation could cause stress.

What positive thing would make you stay in one place?

He does not want to be all alone because he has not got that kind of courage and "rebelliousness" that would be needed to fight against the rest of the world. Fortunately, he does not feel that he is being pressured into this direction now.

Are you afraid of taking responsibility alone?

### Questions relating to the job

People are very important to you. How do you win people over to your side?

You are not tough or competitive by character. With what methods do you make sure that you get your way in a team?

You are personable. Do you think others can identify themselves with you?

You are not afraid to talk about complex issues. What issues are you not prepared to talk about with your team?

You want variety. Why do you believe that this job can offer you variety?

## Instructions for Interpreting Leadership Assessment

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### General Instructions

The Extended DISC® Leadership Assessment does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

All of the information in the report is derived from your "natural behavioral style". It is a behavioral style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behavior.

The Extended DISC® Leadership Assessment divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

#### D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

#### I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

#### S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

#### C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.



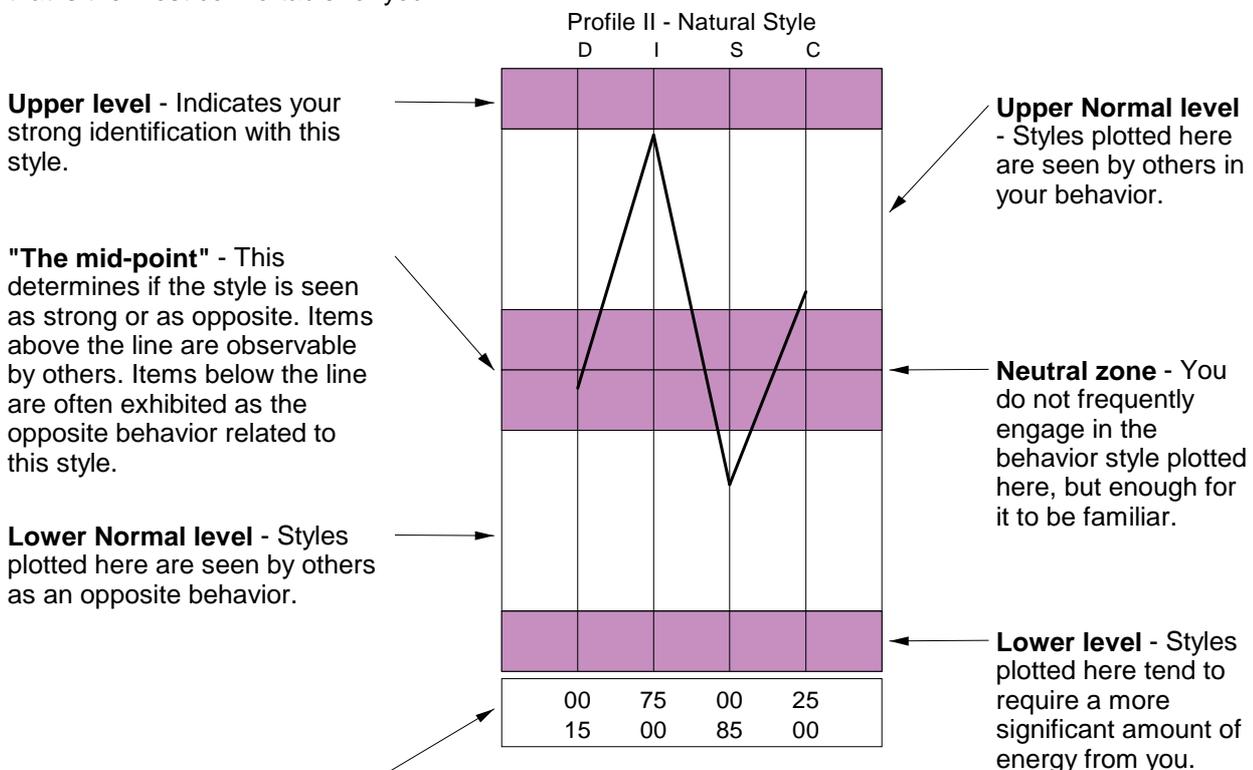
## Understanding the Profiles

The Profiles are visual presentations of your style. They are based on your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the D, I, S and C behavioral styles. Emphasis is on frequency - there are no right or wrong answers.

The interpretation of both the Profiles and the Diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

**Profile I** - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

**Profile II** - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.



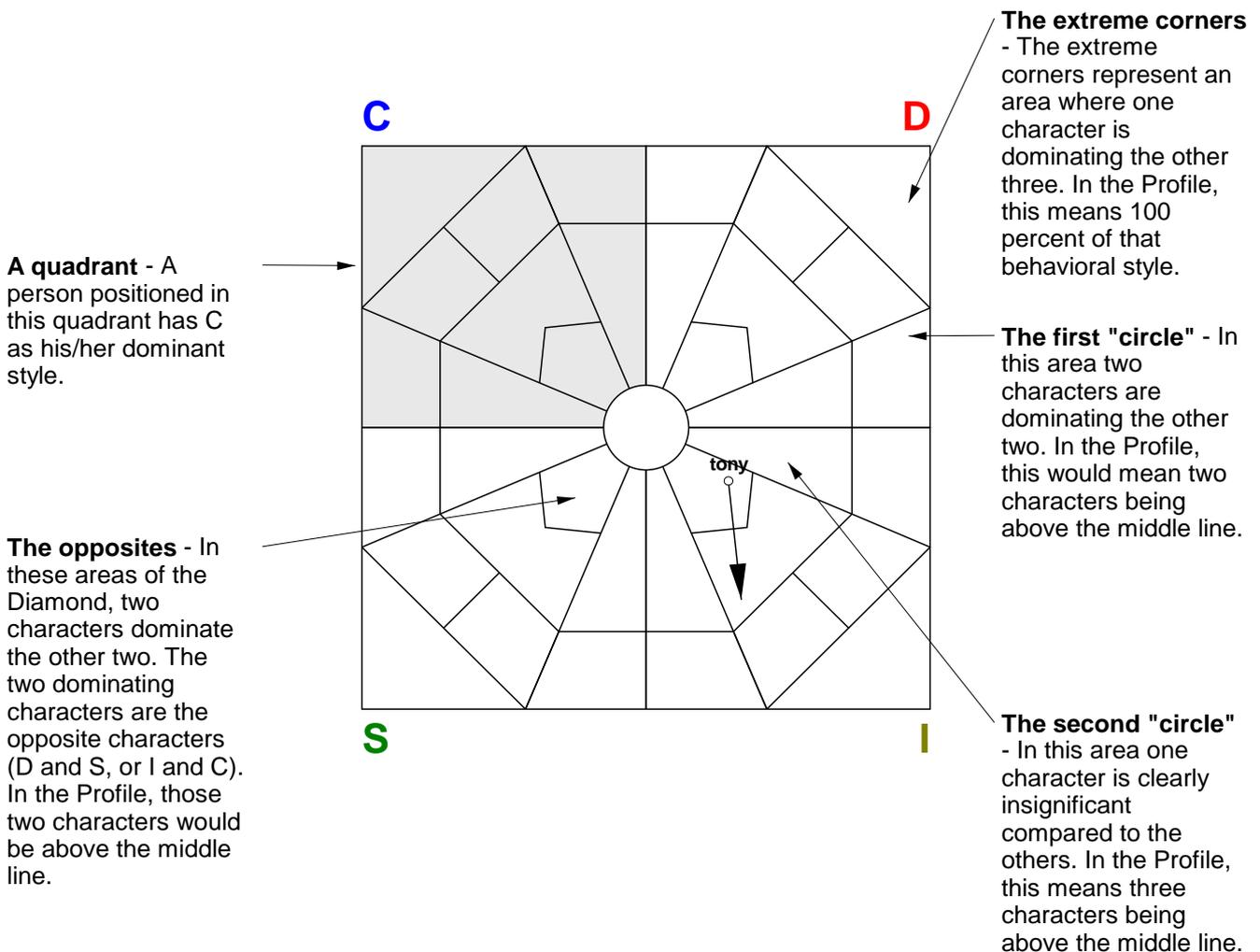
**Percentages** - Top row indicates the percentage distribution (out of 100 percent) of your strongest styles. Bottom row indicates the percentage distribution (out of 100 percent) of your less comfortable styles.



## Understanding the Diamond

The Extended DISC® Diamond visually shows what behavioral styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioral traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.



## Narrative Description

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behavior.

In other words, while the text describes the typical behavior for individuals with your style, you certainly can modify your behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

If you find a statement that you believe does not accurately describe you, ask others for their feedback before you dismiss it. This may be a great opportunity for you to further improve your performance.

Identify the main items that you believe would have a positive impact on your performance if you were to consciously modify your behavior. You may want to get some input from others (peers, supervisor, coach, etc.) when selecting these items.

## Motivators and Demotivators Page and Strengths and Reactions to Pressure

This page highlights dimensions that are typical for the individuals like you. Be sure that you do not focus too much on the bottom halves of the Motivators pages - many people do. Make sure you are taking advantage of the strengths of your style.

*Motivators* = You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

*Situations that Reduce Motivation* = You tend not to like these items as much.

*Strengths* = These items require less energy from you.

*Reactions to Pressure Situations* = These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel in the items on the bottom halves of these pages. It simply indicates that these areas typically require more energy and concentration for individuals with your style.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

## Behavioral Competencies

This page uses a 1-10 point scale, from "Not Natural to Your Style to Natural to Your Style".

*Natural to Your Style* - most on the right. These items require less energy from you.

*Not Natural to Your Style* - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioral dimension is to your style.

The arrows (Optional – your report may not include the arrows) indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioral aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

The Behavioral Competencies - Narrative highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasize these strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your performance by consciously adjusting these behavioral dimensions with the help of the provided suggestions.

## Leadership Competencies Page

Interpret Leadership Competencies Page just like the Behavioral Competencies Page. The page also uses 1-10 point scales, from "Not Natural to Your Style to Natural to Your Style".

*Natural to Your Style* - most on the right. These items require less energy from you.

*Not Natural to Your Style* - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular leadership behavioral dimension is to your style.

The arrows (Optional – your report may not include the arrows) indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioral aspect.

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

The Narrative page highlights eight items to assist you in performing even better as a leader. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasize these leadership strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your leadership performance by consciously adjusting these behavioral dimensions with the help of the provided suggestions.



## Management Competencies Page

Interpret Management Competencies Page just like the Behavioral Competencies Page. The page also uses 1-10 point scales, from "Not Natural to Your Style to Natural to Your Style".

*Natural to Your Style* - most on the right. These items require less energy from you.

*Not Natural to Your Style* - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular management behavioral dimension is to your style.

The arrows (Optional – your report may not include the arrows) indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioral aspect.

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

The Narrative page highlights eight items to assist you in performing even better as a leader. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasize these management strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your management performance by consciously adjusting these behavioral dimensions with the help of the provided suggestions.

## Additional Assessments

Your Extended DISC® Leadership Assessment focuses on your leadership and management behaviors. Extended DISC offers several other individual assessments. Among the most popular are:

- Extended DISC® Sales Assessment
- Extended DISC® Customer Service Assessment
- Extended DISC® Entrepreneurial Assessment
- Extended DISC® Team Member Assessment
- Extended DISC® Information Technology Assessment
- Extended DISC® Project Assessment
- Extended DISC® Administrative Assessment
- Extended DISC® Training Assessment

Other popular assessments include:

- Extended DISC® Work Pair Analysis
- Extended DISC® Team Analysis
- Extended DISC® Organizational Analysis



## Worksheet - The Narrative Page

Identify what you believe to be your greatest strengths. How are you using them in your current position?

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Should you adjust your style to improve your performance? If yes, how?

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Are there statements that you do not think describe you?

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Is this something you have learned to do or to avoid?

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Why do you think you may not see this in your behavior?

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What about others? Can they see it in your behavior?

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## Worksheet - Motivators and Demotivators

Identify two *Motivators* that are being fulfilled in your current position:

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How can you increase their effect on your performance? Be specific.

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Identify two *Situations that Reduce Motivation* that create the greatest challenges in your current position:

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How can you decrease their effect on your performance? Be specific.

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## Worksheet - Strengths and Reactions to Pressure Situations

Identify two *Strengths* that you can capitalize upon in your current position:

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How can you maximize the impact of your Strengths? Be specific.

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Identify two *Reactions to Pressure Situations* that you can work on that will have the greatest impact on your performance in your current position:

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How can you develop in these areas to improve your performance? Be specific.

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## Worksheet - Behavioral Competencies Page

### Job Environment:

Identify two areas that are comfortable for you in your current position:

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Identify two areas that are less comfortable for you in your current position:

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Based on the above, how can you adjust your style to improve your performance?

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### Decision-Making:

Identify an aspect of your decision-making style that is the most comfortable for you. What impact does it have in your current position?

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Identify an aspect of your decision-making style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

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## Worksheet - Behavioral Competencies Page

### Communication:

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalize on it more effectively?

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Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

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### Is Motivated By:

Identify your greatest and lowest motivator from the five motivation factors.

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How can you capitalize on your greatest motivator?

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Do your current responsibilities require behaviors that relate to your lowest motivator? How can you reduce its impact and/or adjust your style accordingly?

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## Worksheet – Leadership Competencies Page

Identify three Leadership Competencies you believe are the most critical in your current leadership position:

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Why are these three the most important? Be specific.

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How natural, or not natural, are you with these three Leadership Competencies?

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Based on the above, how can you adjust your leadership style to improve your performance?

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Based on the above analysis, what will you start doing now?

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Based on the above analysis, what will you stop doing now?

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## Worksheet – Management Competencies Page

Identify three Management Competencies you believe are the most critical in your current leadership position:

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Why are these three the most important? Be specific.

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How natural, or not natural, are you with these three Management Competencies?

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Based on the above, how can you adjust your management style to improve your performance?

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Based on the above analysis, what will you start doing now?

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Based on the above analysis, what will you stop doing now?

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## Improving Your Leadership:

There is no one leadership best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

### D-style:

Slow down, be more patient.  
Do not jump to conclusions or snap decisions.  
Listen to others more.  
Be more aware of how you impact others.  
Do not overreact.

### I-style:

Talk less, listen more.  
Do not react emotionally.  
Do not over promise.  
Focus more on details.  
Follow-up.

### S-style:

Be more assertive and aggressive.  
Speak out.  
Act now, think less.  
Keep your emotions under control.  
Do not be afraid of change and new things.

### C-style:

Talk more.  
Decide and take action faster.  
Do not be afraid to make mistakes.  
Do not lose the big picture.  
Accept ambiguity.

## How to Identify Others' Styles:

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

### D-style:

- Often appears to be in a hurry.
- Is direct, says what he/she thinks.
- May be blunt.
- States own opinions as facts.
- Interrupts others.
- May talk to many people at the same time.
- "What's the bottom line?"
- Is aggressive.
- Is demanding.
- "How does this benefit ME?"
- Very impatient.
- Becomes irritated easily.

### I-style:

- Is open and friendly.
- Talks a lot.
- Gets easily excited.
- Is animated.
- Talks about people he/she knows.
- Does not focus much on details.
- Does not listen for long.
- Does not pay close attention.
- May ask same questions several times.
- Jumps from subject to subject.
- Stays away from hard facts.

### S-style:

- Appears calm.
- Does not get easily excited.
- Listens carefully.
- Nods and goes along.
- Is easy-going.
- Asks questions and inquires about the specifics.
- Seems to have strong opinions but does not express them vocally.
- Appears thoughtful.
- Completely new ideas/things seem to make him/her uncomfortable.

### C-style:

- Appears reserved and somewhat timid.
- Is quiet.
- Focuses on details.
- Asks many questions.
- Studies specifications and other information carefully.
- Proceeds cautiously.
- Does not easily express disagreeing views.
- May have done homework on the topic.
- May be very critical; criticism based on facts, not opinions.



## Communication Considerations:

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

### When communicating with D-styles:

- Be direct and specific.
- 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.

### When communicating with I-styles:

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

### When communicating with S-styles:

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.

### When communicating with C-styles:

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.

## Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

### D-style:

#### Do:

- Be direct.
- Provide alternatives.
- Ensure he/she "wins".
- Give immediate feedback.
- Concentrate on subject.
- Act quickly.
- Let him/her speak and listen.
- Focus on issues.
- Show interest.
- Provide direct answers.

#### Don't:

- Go into all the details.
- Provide too much information.
- Try to control the situation.
- Talk too much.
- Lose focus.
- Slow down.
- Take issues personally.

### I-style:

#### Do:

- Maintain positive atmosphere.
- Help to achieve popularity and recognition.
- Allow to express him/herself.
- Take time to chat and talk.
- Be more expressive.
- Be more enthusiastic.
- Focus on the big picture.
- Focus on the people aspects.
- Get involved in the process.

#### Don't:

- Talk about too many details.
- Fail to socialize.
- Bring up negative issues.
- Fail to have fun.
- Set restrictions.
- Be too practical.
- Be pessimistic.



## Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

### S-style:

#### Do:

Proceed in logical order.  
Ask specific questions to find out true needs.  
Provide support.  
Provide precedents to reduce uncertainty.  
Remember fairness and justice.

#### Don't:

Forget your promises.  
Make unexpected changes.  
Be unreliable.  
Forget to provide enough information.  
Move too fast.  
Be impatient.

### C-style:

#### Do:

Listen carefully.  
Answer questions calmly and carefully.  
Be thorough; remember to include all relevant information.  
Slow down your presentation.  
Utilize written supporting materials.  
Find out what the key issues are and focus on them.

#### Don't:

Move too fast.  
Spend too much time with small talk.  
Move too close.  
Lose patience in providing all the requested information.  
Expect decisions right away.