



# BEHAVIOR & COMMUNICATION GUIDE

## In-Depth Assessment Instruments

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## Why are we still talking about Communication?

Behavior is observable and determines how others respond to you. If someone is intimidated or frustrated by your behavior, effective communication will be impossible. You may need to adapt your behavior in order to maximize your communication efforts and minimize distractions caused by unintended conflict or misperception. This guide is designed to help you recognize, understand, and adapt to different behavior styles so that you may more effectively communicate with the people around you.

Organizations with high communication effectiveness are...

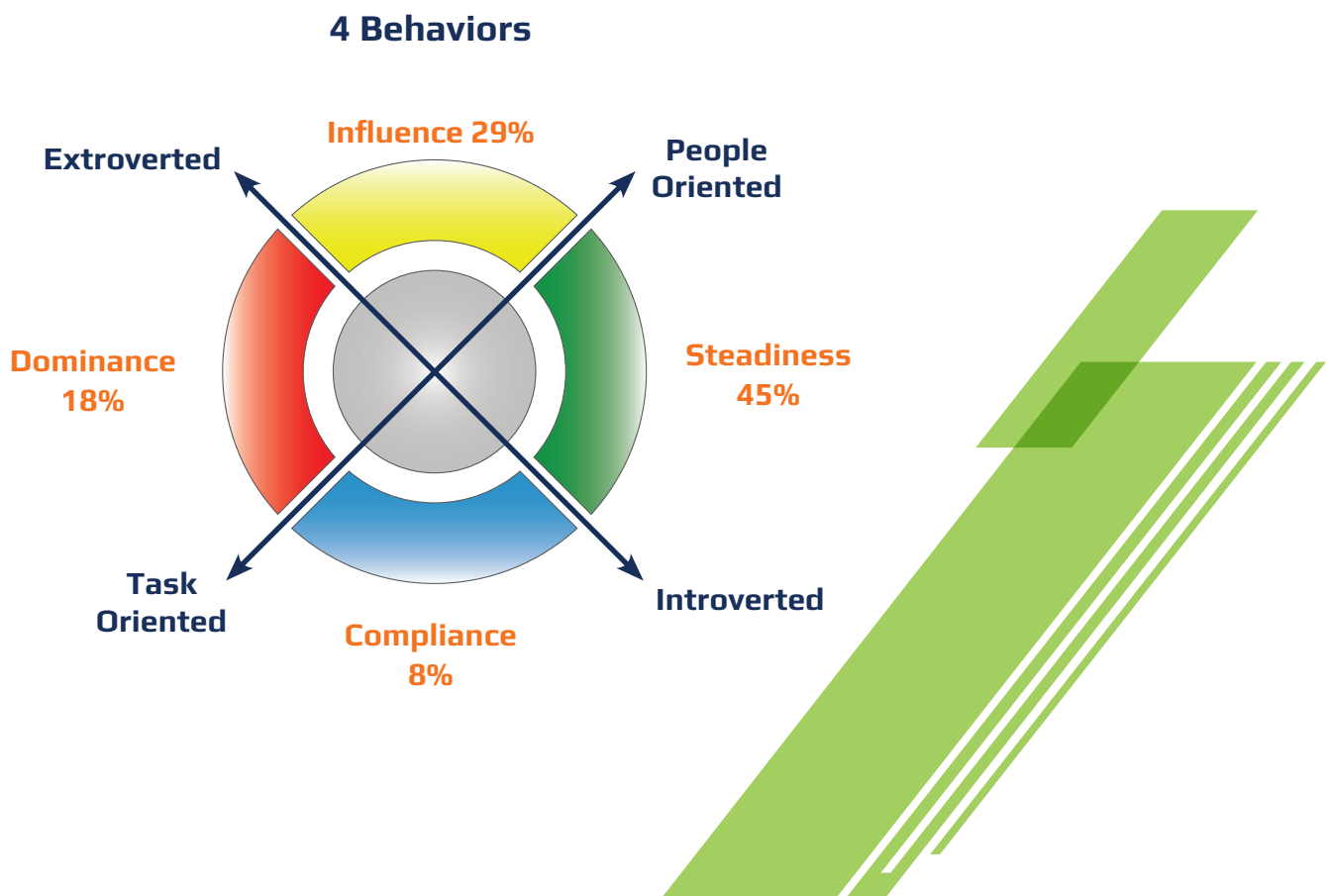
- able to increase productivity by 40%
- 18% less likely to lose top-performers
- 18% more likely to be financially high-performing
- 33% less likely to lose critical-skill employees
- 450% more likely to have a high level of employee engagement

It's clear that communicating effectively is not just a soft skill...it's critical to personal and organizational success.

### Objectives:

- Understand basic behavior styles
- Recognize and appreciate diverse behavior styles
- Learn the positives of different styles
- Understand how the styles interact
- Use DISC to improve communication

(from: Watson Wyatt/World at Work, 2008, 2009, 2010 Global Strategic Rewards Report and McKinsey & Company, *The War for Talent*, 1998).





## Highs and Lows of DISC

Confusion and conflict can occur within one style, between high and low versions of that style, and between opposing styles on the previous wheel (D vs. S, I vs. C).

**Conflict is relative.** We've all dealt with people of different styles since we first played in the sandbox with other children. So this is not new.

	D	I	S	C
HIGH	Assertively resolves problems	Wins people over with their charm and friendly approach	Keeps things steady; resists change and slows down the pace	Follows rules set by others
MID-LINE (50%)	Problem solving style	Influencing others	Reaction to change	Reaction to rules or constraints
LOW	Accepts challenges in a conservative manner; avoids conflict	Uses logic to influence	Actively seeks change and fast pace	Follows their own rules
	<b>Dominance</b>	<b>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>



# Communication Tips

## Dominance



When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent, and goal-oriented:

- Be clear, specific, and to the point
- Stick to business
- Be prepared with support material in a well-organized package

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue
- Leaving loopholes or cloudy issues
- Appearing disorganized

## Steadiness



When communicating with a person who is patient, predictable, reliable, steady, relaxed, and modest:

- Begin with a personal comment—break the ice
- Present your case softly, non-threateningly
- Ask “how?” questions to draw out their opinions

Factors that will create tension or dissatisfaction:

- Rushing headlong into business
- Being domineering or demanding
- Forcing them to respond quickly to your objectives

## Influence



When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative, and political:

- Provide a warm and friendly environment
- Don't deal with a lot of details (put them in writing)
- Ask “feeling” questions to draw their opinions or comments

Factors that will create tension or dissatisfaction:

- Being curt, cold, or tight-lipped
- Controlling the conversation
- Driving on facts and figures, alternatives, abstractions

## Compliance



When communicating with a person who is dependent, neat, conservative, perfectionist, careful, and compliant:

- Prepare your case in advance
- Stick to business
- Be accurate and realistic

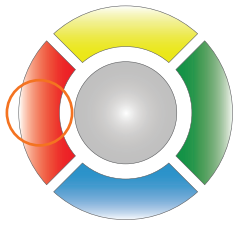
Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, or loud
- Pushing too hard or being unrealistic with deadlines
- Being disorganized or messy

Behavior and feelings are quickly telegraphed to others. The keys to communicating are:

- **SPEED:** appreciation of slower or faster acting people
- **DIRECTNESS:** appreciation of high or low urgency to complete work or make a decision
- **PARTICIPATION:** may include listening, asking brief questions, and silence...and speaking up when you need to
- **FEEDBACK:** listening with a heart of concern in equal measure to speaking
- **SUPPORT:** making high risk decisions
- **SUMMARY:** listening, speaking up, patience, and timing

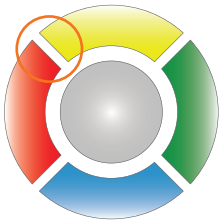




## D - Dominance



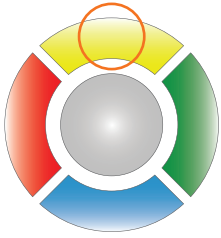
<b>Characteristics</b>	Competitive Confrontational Direct Results-Oriented High Sense of Urgency Change Agent Fast-Acting Risk Taker	Direct Extroverted Intuitive Task Oriented Cool/Distant Precise About Use of Time Thinker Creative
<b>Primary Focus</b>	Getting Results	
<b>Ideal Work Environment</b>	Bold, Aggressive Actions Challenging Assignments Expedites Action Authority to Carry Out	Responsibility Firm, Quick Decisions Results Oriented
<b>Natural Competencies</b>	Ability to move people to a desired result through direct communication	
<b>Fear</b>	Being taken advantage of	
<b>Over-Extension</b>	Directs too much	
<b>Problem Solving Approach</b>	Reactive Efficient	Decisive Harsh
<b>General Communication Tips</b>	<b>Do:</b> Be clear, specific, and brief Stick to business Come prepared with support material in an well-organized "package"	<b>Don't:</b> Talk about things that are not relevant to the issue Leave loopholes or unresolved issues Appear disorganized
<b>Words that don't work</b>	Follow directions... In my opinion... Let's take a step back...	
<b>Words and Ideas that Influence and create a strong bond</b>	Your opinion counts Advancement Opportunity Being highly visible Making a big contribution	Challenges Being involved in decision making Leading the pack



## DI - Persuasion



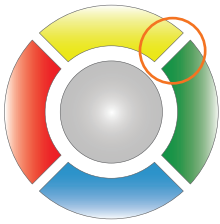
<b>Characteristics</b>	Process-Oriented Quick to Change Independent Optimistic Fast Acting	High Risk Direct Extroverted Intuitive
<b>Primary Focus</b>	Getting results through people	
<b>Ideal Work Environment</b>	Change Agent Enthusiasm Persuasive Communicator	Results Through People Testing New Ideas Competition with Others
<b>Natural Competencies</b>	Ability to move people and work with others to achieve results	
<b>Fear</b>	Being taken advantage of	Social rejection
<b>Over-Extensions</b>	Directs too much	Talks too much
<b>Problem Solving Approach</b>	Reacting Efficient Decisive Harsh	Supporting Trusting Experimenting Appeasing
<b>General Communication Tips</b>	<b>Do:</b> Be clear, specific, and brief Stick to business Come prepared with support material in an well-organized "package" Provide a warm and friendly environment Ask "feeling" questions to draw out their opinions or comments	<b>Don't:</b> Talk about things that are not relevant to the issue Leave loopholes or unresolved issues Appear disorganized Be curt, cold, or tight-lipped Control the conversation Drive on facts and figures, alternatives, and abstractions Deal with a lot of details
<b>Words that don't work</b>	Standardized Structured Uniform	
<b>Words and Ideas that Influence and create a strong bond</b>	Make change work for you Opportunity Be your own person You're important to company's success	You are accepted for who you are Run the business your way Call your own shots



## I-Influence



<b>Characteristics</b>	Trusting Comfortable with Change Available Prefers Talking Over Listening Good Verbal Skills Projects Self-Confidence Fast Acting High Risk	Direct Extroverted Intuitive People Oriented Warm/Friendly Imprecise About Time Sensitive to Feelings
<b>Primary Focus</b>	Promoting Ideas	
<b>Ideal Work Environment</b>	People Contact Solutions to People Problems Optimistic Outlook	Verbalizes Thoughts and Ideas Varied Activities Mobility
<b>Natural Competencies</b>	Ability to work with people to accomplish results	
<b>Fear</b>	Social rejection	
<b>Over-Extension</b>	Talks too much	
<b>Problem Solving Approach</b>	Supporting Trusting	Experimenting Appeasing
<b>General Communication Tips</b>	<b>Do:</b> Provide a warm and friendly environment Ask "feeling" questions to draw out their opinions or comments	<b>Don't:</b> Be curt, cold, or tight-lipped Control the conversation Drive on facts and figures Deal with a lot of details
<b>Words that don't work</b>	Theoretical The Same for Everyone Sophisticated Requires Study	
<b>Words and Ideas that Influence and create a strong bond</b>	Excitement Recognition Respect Progress New	Unique Influencing Others Creating the Right Image Liked by Everyone Adaptability

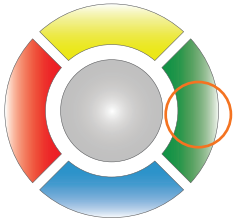


## IS - Teamwork



<b>Characteristics</b>	Supportive Team Player Persistent Cooperative	Sensitive to Others' Feelings People Oriented Warm/Friendly Imprecise About Time
<b>Primary Focus</b>	Promoting & Implementing Ideas	
<b>Ideal Work Environment</b>	Teamwork Coaching and Counseling Service to Others	Harmonious Work Environment Security Customer Service
<b>Natural Competencies</b>	Ability to size up the operating procedures, techniques, and equipment to do a task, and to work with people to accomplish results	
<b>Fear</b>	Social rejection	Loss of security
<b>Over-Extensions</b>	Talks too much	Agrees too much
<b>Problem Solving Approach</b>	Supporting Trusting Experimenting Appeasing	Observing Reflecting Applying Avoiding
<b>General Communication Tips</b>	<b>Do:</b> Provide a warm and friendly environment Ask "feeling" questions to draw out their opinions or comments Begin with a personal comment -- break the ice Present your case softly and in a non-threatening way	<b>Don't:</b> Be curt, cold, or tight-lipped Control the conversation Drive on facts and figures Deal with a lot of details Rush headlong into business Be domineering or demanding Force them to respond quickly to you
<b>Words that don't work</b>	Complex Abstract Override	
<b>Words and Ideas that Influence and create a strong bond</b>	Teamwork Conflict Resolution You probably do more than you get credit for Relationships	Consensus Integration Security Acceptance





## S-Steadiness



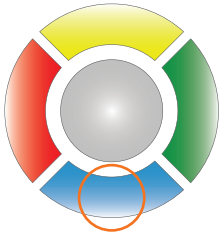
<b>Characteristics</b>	Accommodating Confrontation and Conflict Averse Persistent Controls Emotion Adaptable Good Listener People Oriented Warm/Friendly	Imprecise About Time Sensitive Slow Acting Low Risk Introverted Curious Intuitive Logical
<b>Primary Focus</b>	Implementing the Plan	
<b>Ideal Work Environment</b>	Logical Thinking Systematic Routine Closure	Relaxed Pace Team Participation Security
<b>Natural Competencies</b>	Ability to size up the operating procedures, techniques, and equipment to do a task	
<b>Fear</b>	Loss of security	
<b>Over-Extension</b>	Agrees too much	
<b>Problem Solving Approach</b>	Observing Reflecting	Applying Avoiding
<b>General Communication Tips</b>	<b>Do:</b> Begin with a personal comment -- break the ice Present your case softly and in a non-threatening manner Ask "how" questions to draw out their opinions	<b>Don't:</b> Rush headlong into business Be domineering or demanding Force them to respond quickly to you
<b>Words that don't work</b>	Substantial Change Innovation Play to Win	
<b>Words and Ideas that Influence and create a strong bond</b>	No-Nonsense Down to Earth Hassle-free Mainstream Drama-Free	Standardized Predictable Tested/Proven Easy to Use



## SC - Coordination



<b>Characteristics</b>	Product-Oriented Slow to Change Self-Disciplined Pessimistic Slow Acting	Risk Averse Introverted Curious Sensing Logical
<b>Primary Focus</b>	Implementing and Fine-Tuning the Plan	
<b>Ideal Work Environment</b>	Focus on Task Completion Adherence to Standards Routine Work	Guidelines to Follow Facts and Data to Analyze Diplomacy and Cooperation
<b>Natural Competencies</b>	Ability to comprehend the complex elements of a situation, and to size up what they need to get the job done	
<b>Fear</b>	Loss of security	Criticism of Work
<b>Over-Extensions</b>	Agrees too much	Questions too much
<b>Problem Solving Approach</b>	Observing Reflecting Applying Avoiding	Evaluating Investigating Planning Critical
<b>General Communication Tips</b>	<b>Do:</b> Begin with a personal comment -- break the ice Present your case softly and in a non-threatening manner Ask "how" questions to draw out their opinions Prepare your "case" in advance Stick to business Be accurate and realistic	<b>Don't:</b> Rush headlong into business Be domineering or demanding Force them to respond quickly to you Be giddy, casual, informal, loud Push too hard or be unrealistic with deadlines Be disorganized or messy
<b>Words that don't work</b>	New Revolutionary Cutting Edge	
<b>Words and Ideas that Influence and create a strong bond</b>	Spread the Risk Don't get stuck in the middle Change does not need to be unpredictable Free of Drama and Emotion Reasonable Goals and Tasks	Take Your Time Clear Standards and Expectations Security No Chaos



## C-Compliance



<b>Characteristics</b>	Precise Accurate Quality Focused Non-Verbal Communicator Critical Listener Detailed Slow Acting Risk Averse	Introverted Curious Logical Task Oriented Cool/Distant Precise About Time Thinker
<b>Primary Focus</b>	Creating and Implementing the Plan	
<b>Ideal Work Environment</b>	High Quality Standards Procedures to Follow Clean, Tidy Workstations	Safety and Security Accuracy Analysis of Facts and Data
<b>Natural Competencies</b>	Ability to comprehend the complex elements of a situation	
<b>Fear</b>	Criticism of Work	
<b>Over-Extension</b>	Questions too much	
<b>Problem Solving Approach</b>	Evaluating Investigating	Planning Critiquing
<b>General Communication Tips</b>	<b>Do:</b> Prepare your "case" in advance Stick to business Be accurate and realistic	<b>Don't:</b> Be giddy, casual, informal, loud Push too hard or be unrealistic with deadlines Be disorganized or messy
<b>Words that don't work</b>	Clever Educated Guess Experimental	
<b>Words and Ideas that Influence and create a strong bond</b>	It's running like clockwork Everything is on track Predictability Privacy Accuracy Proven through research Minimal Risk	Knowing is better than guessing Consistency Quantifiable Tested/Proven Reliable Not dependent on the human factor



## CD - Implementation



<b>Characteristics</b>	Creative Slow Start/Fast Finish Vacillating Temperamental Task Oriented	Cool/Distant Precise About Time Thinking Creative
<b>Primary Focus</b>	Thinking and Implementing Creative Ideas	
<b>Ideal Work Environment</b>	Creative and Original Thinking Innovation Logical Decisions Studying	Solving Problems Efficient Methods Effective Time Management Fact Based Solutions
<b>Natural Competencies</b>	Ability to move people to a desired result and to comprehend the complex elements of a situation	
<b>Fear</b>	Criticism of Work	Being Taken Advantage of
<b>Over-Extensions</b>	Questions too much	Directs too much
<b>Problem Solving Approach</b>	Evaluating Investigating Planning Critiquing	Reacting Efficient Decisive Harsh
<b>General Communication Tips</b>	<b>Do:</b> Prepare your "case" in advance Stick to business Be accurate and realistic Be clear, specific, and brief Stick to business Come prepared with support material in an well-organized "package"	<b>Don't:</b> Be giddy, casual, informal, loud Push too hard or being unrealistic with deadlines Be disorganized or messy Talk about things that are not relevant to the issue Leave loopholes or unresolved issues Appear disorganized
<b>Words that don't work</b>	Feelings Perception Your Opinion	
<b>Words and Ideas that Influence and create a strong bond</b>	Control Efficient use of resources Focus on priorities Designed with finances and operations in mind Thought through Minimize the human factor	

## Conclusion

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Behavior analysis and assessments are useful in determining where you are in the universe of human behavior, as well as where others are, so that you can best determine how to adjust your style to complement others and build rapport. Behavior alone may not explain the full measure of conflict, communication, or relationship issues. But, it can go a long way in helping you find common ground and build more harmonious and productive relationships.

### Get on with it.

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