



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...

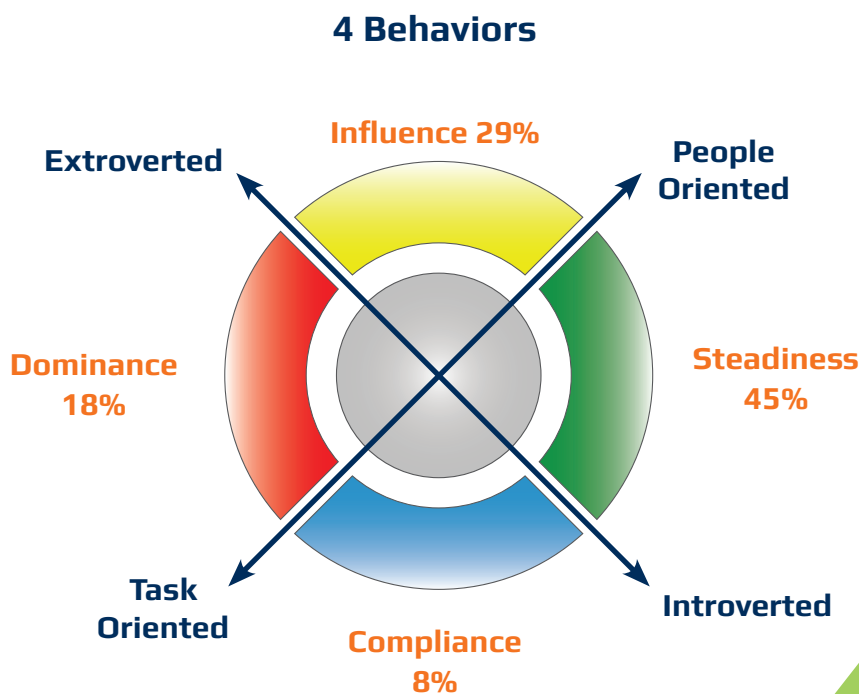
- able to increase productivity by 40%
- 18% less likely to lose top-performers
- 18% more likely to be financially high-performing
- 33% less likely to lose critical-skill employees
- 450% more likely to have a high level of employee engagement

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
	Dominance	Influence	Steadiness	Compliance



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

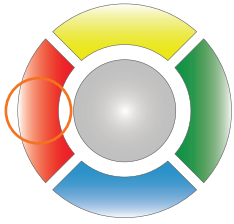
Factors that will create tension or dissatisfaction:

- 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

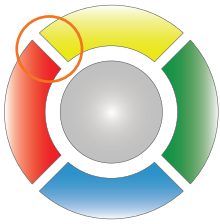




D - Dominance



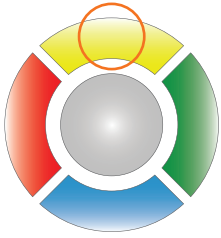
Characteristics	Competitive Confrontational Direct Results-Oriented High Sense of Urgency Change Agent Fast-Acting Risk Taker	Direct Extroverted Intuitive Task Oriented Cool/Distant Precise About Use of Time Thinker Creative
Primary Focus	Getting Results	
Ideal Work Environment	Bold, Aggressive Actions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



DI - Persuasion



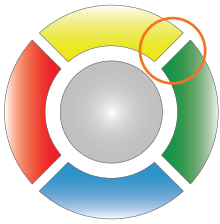
Characteristics	Process-Oriented Quick to Change Independent Optimistic Fast Acting	High Risk Direct Extroverted Intuitive
Primary Focus	Getting results through people	
Ideal Work Environment	Change Agent Enthusiasm Persuasive Communicator	Results Through People Testing New Ideas Competition with Others
Natural Competencies	Ability to move people and work with others to achieve results	
Fear	Being taken advantage of	Social rejection
Over-Extensions	Directs too much	Talks too much
Problem Solving Approach	Reacting Efficient Decisive Harsh	Supporting Trusting Experimenting Appeasing
General Communication Tips	Do: 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	Don't: 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
Words that don't work	Standardized Structured Uniform	
Words and Ideas that Influence and create a strong bond	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



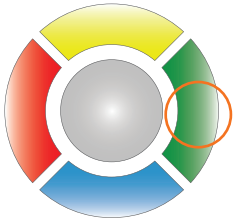
Characteristics	Trusting Comfortable with Change Available Prefers Talking Over Listening Good Verbal Skills Projects Self-Confidence Fast Acting High Risk	Direct Extroverted Intuitive People Oriented Warm/Friendly Imprecise About Time Sensitive to Feelings
Primary Focus	Promoting Ideas	
Ideal Work Environment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



IS - Teamwork



Characteristics	Supportive Team Player Persistent Cooperative	Sensitive to Others' Feelings People Oriented Warm/Friendly Imprecise About Time
Primary Focus	Promoting & Implementing Ideas	
Ideal Work Environment	Teamwork Coaching and Counseling Service to Others	Harmonious Work Environment Security Customer Service
Natural Competencies	Ability to size up the operating procedures, techniques, and equipment to do a task, and to work with people to accomplish results	
Fear	Social rejection	Loss of security
Over-Extensions	Talks too much	Agrees too much
Problem Solving Approach	Supporting Trusting Experimenting Appeasing	Observing Reflecting Applying Avoiding
General Communication Tips	Do: 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	Don't: 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
Words that don't work	Complex Abstract Override	
Words and Ideas that Influence and create a strong bond	Teamwork Conflict Resolution You probably do more than you get credit for Relationships	Consensus Integration Security Acceptance



S-Steadiness



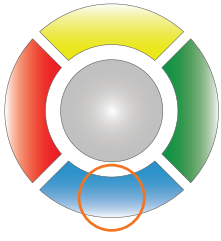
Characteristics	Accommodating Confrontation and Conflict Averse Persistent Controls Emotion Adaptable Good Listener People Oriented Warm/Friendly	Imprecise About Time Sensitive Slow Acting Low Risk Introverted Curious Intuitive Logical
Primary Focus	Implementing the Plan	
Ideal Work Environment	Logical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



SC - Coordination



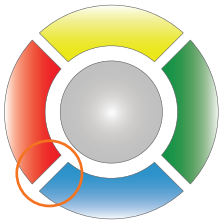
Characteristics	Product-Oriented Slow to Change Self-Disciplined Pessimistic Slow Acting	Risk Averse Introverted Curious Sensing Logical
Primary Focus	Implementing and Fine-Tuning the Plan	
Ideal Work Environment	Focus on Task Completion Adherence to Standards Routine Work	Guidelines to Follow Facts and Data to Analyze Diplomacy and Cooperation
Natural Competencies	Ability to comprehend the complex elements of a situation, and to size up what they need to get the job done	
Fear	Loss of security	Criticism of Work
Over-Extensions	Agrees too much	Questions too much
Problem Solving Approach	Observing Reflecting Applying Avoiding	Evaluating Investigating Planning Critical
General Communication Tips	Do: 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	Don't: 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
Words that don't work	New Revolutionary Cutting Edge	
Words and Ideas that Influence and create a strong bond	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



Characteristics	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
Primary Focus	Creating and Implementing the Plan	
Ideal Work Environment	High Quality Standards Procedures to Follow Clean, Tidy Workstations	Safety and Security Accuracy Analysis of Facts and Data
Natural Competencies	Ability to comprehend the complex elements of a situation	
Fear	Criticism of Work	
Over-Extension	Questions too much	
Problem Solving Approach	Evaluating Investigating	Planning Critiquing
General Communication Tips	Do: Prepare your "case" in advance Stick to business Be accurate and realistic	Don't: Be giddy, casual, informal, loud Push too hard or be unrealistic with deadlines Be disorganized or messy
Words that don't work	Clever Educated Guess Experimental	
Words and Ideas that Influence and create a strong bond	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



Characteristics	Creative Slow Start/Fast Finish Vacillating Temperamental Task Oriented	Cool/Distant Precise About Time Thinking Creative
Primary Focus	Thinking and Implementing Creative Ideas	
Ideal Work Environment	Creative and Original Thinking Innovation Logical Decisions Studying	Solving Problems Efficient Methods Effective Time Management Fact Based Solutions
Natural Competencies	Ability to move people to a desired result and to comprehend the complex elements of a situation	
Fear	Criticism of Work	Being Taken Advantage of
Over-Extensions	Questions too much	Directs too much
Problem Solving Approach	Evaluating Investigating Planning Critiquing	Reacting Efficient Decisive Harsh
General Communication Tips	Do: 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"	Don't: 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
Words that don't work	Feelings Perception Your Opinion	
Words and Ideas that Influence and create a strong bond	Control Efficient use of resources Focus on priorities Designed with finances and operations in mind Thought through Minimize the human factor	

Conclusion

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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