

# Influencing a *D*

## *A D* tends to ...

## So you need to ...

Be concerned with being #1

Show them what it takes to win

Think logically

Provide solid reasoning for your point of view

Be impatient

Give them the big picture; tell them the end result you are looking for

Want just the facts

Provide concise data

Strive for results

Agree on goals and boundaries and then support them

Like choices

Allow them to "do their own thing" within limits, but help them gauge risks realistically

Like change

Vary the routine

Want others to notice their accomplishments

Compliment them on what they've done

Need to be in charge

When appropriate, let them take the lead, but give them limits

Gravitate toward conflict

State points of disagreement with conviction and back them up with facts; don't argue on a personal basis

Make quick decisions

Give them the right information the first time and help them be more deliberate

Use an action-based problem-solving style

Help them with selecting realistic (versus grandiose) challenges and also with relaxing more in their relationships with others

## Help them deal with blind spots and weaknesses such as ...

- Sometimes not listening
- Coming on too strong
- Not hearing others' views or feelings
- Overcontrolling
- Not asking
- Operating best in crisis
- Making decisions based on too little data
- Not consulting
- Making all the decisions
- Failing to notify people of decisions
- Impulsiveness
- Arrogance
- Fearing loss of control and getting taken advantage of
- Neglecting long-range planning
- Being too busy and overextended

## More tips ...

- Outline opportunities for them to get results, be in charge, or resolve problems of concern to them
- Stress the logic of your idea or approach—its practicality
- Focus on the best idea to get results, then offer alternatives if needed
- If time is a concern, explain time limits relative to the desired bottom line or accomplishments sought
- Shock them occasionally
- Remind them of existing sanctions or expectations
- Take advantage of their strengths by helping them to set challenging goals and take on jobs that require responsibility, risks, and change
- Give them direct, honest feedback that is results-oriented

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People-Oriented  
Asks "Who?"

Feeling

Service-Oriented  
Asks "How?"

Auditory

Result-Oriented  
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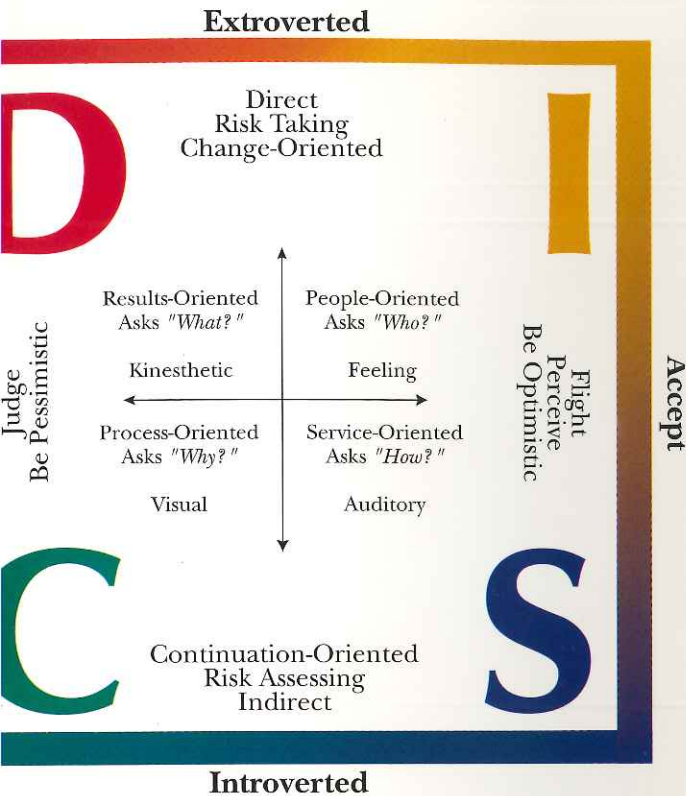
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Flight  
Perceive  
Be Optimistic

Accept

Influencing

S



Influencing  
 Selling and Servicing  
 DISCriptors / Influencing Your Manager  
 DISCovering Self / Self Development Plan

## Self Development Plan—D

### *With tasks ...*

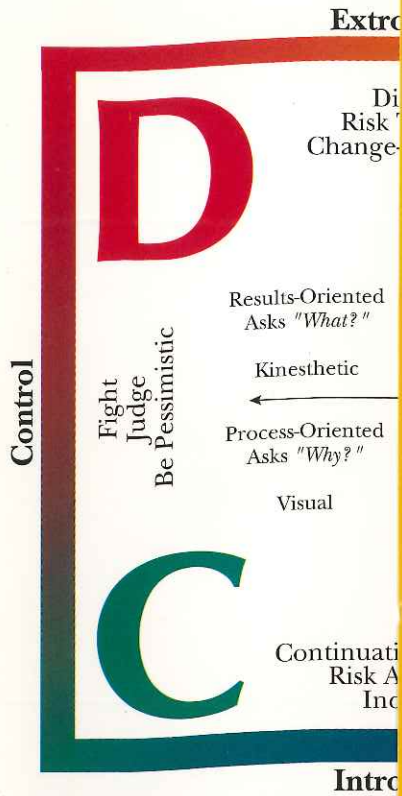
- Pay more attention to details
- Calculate risks in a more realistic manner
- Be more cautious and deliberate before deciding
- Monitor goals and tendency to set expectations too high
- Realize that sometimes it's okay to achieve quality over quantity

### *With people ...*

- "Shut up" and listen more
- Develop more empathy, sensitivity
- Be more aware of your impact on others
- Accept the value of other individuals and the power of group collaboration
- Verbalize the reasons for your conclusions to others
- Curb impatience and practice patience
- Resist the need to control every situation
- Recognize that you may shut people down by virtue of your passion, energy, and direct behavior
- Exercise restraint to express every thought
- Get in touch with emotional base and attempt to understand emotional needs of others
- Realize that not everyone thinks, believes, or acts the way you do—and that does not make them untrustworthy
- Improve productivity by taking

## DISCovering Self—D

- Your strength is primarily in situations requiring initiative
- You feel most stress in situations involving loss of control
- When you overuse your DISCposition, you tend to dictate too much
- When at your best, with high self-esteem, you are more decisive and directing
- When at your worst, with low self-esteem, you are more demanding and defiant
- When you are goal-based, you tend to desire power and control; when fear-based, you tend to fear being taken advantage of
- When making decisions, you tend to be persuaded by results
- When making decisions, your pace, compared to others, is usually fast
- When making decisions, you would describe yourself as more decisive (action-oriented and results-oriented)
- When you learn, you prefer abstract conceptualizing and active experimenting



## DISCovering Self—/

- Your strength is primarily in situations requiring enthusiasm
- You feel most stress in situations involving loss of approval
- When you overuse your DISCposition, you tend to talk too much
- When at your best, with high self-esteem, you are more impassioned and involved
- When at your worst, with low self-esteem, you are more indiscriminate and impulsive
- When you are goal-based, you tend to desire popularity and prestige; when fear-based, you tend to fear being rejected or disliked
- When making decisions, you tend to be persuaded by endorsement from others
- When making decisions, your pace, compared to others, is usually fastest
- When making decisions, you would describe yourself as more spontaneous (reaction-oriented, and people-oriented)
- When you learn, you prefer concrete experience and active experimenting

## Self Development Plan—/

### With tasks ...

- Use a daily planner
- Develop time and project management skills
- Prioritize goals and strive to meet the deadlines that flow from those goals
- Be more objective (consider data) in your decision making
- Gain technical knowledge
- Develop more systematic, practical approaches to dealing with work tasks and the expectations of others
- Practice attentiveness
- Follow through
- Use a system to get organized

### With people ...

- Monitor your "air time" in conversations
- Be honest about your own needs
- Develop more meaningful relationships by learning to be more honest with others
- Regulate emotional response in conflict situations
- Consider the impact of seeking popularity over values or other possible outcomes
- Occasionally let others be the life of the party
- Be more firm and assertive in dealing with others while maintaining positive relationships by not making demands they cannot fulfill
- Be more aware of impact on others

# Influencing an *I*

Control

## *An I tends to ...*

## *So you need to ...*

Be concerned with approval and acceptance

Demonstrate that you admire and like them

Seek enthusiastic people and situations

Behave optimistically and provide an upbeat setting

React emotionally

Acknowledge their feelings when possible

Want to know your general expectations

Avoid details; focus in on what's important and help them to prioritize

Need involvement and people contact

Interact and participate with them while helping them focus on the task at hand

Want others to notice them

Compliment them personally and often

Dislike conflict

Not act aggressively; avoid arguing directly; help them confront honestly

Often need help getting organized

Plan together and write things down

Avoid taking on or completing tasks filled with details and information

Help them create a step-by-step action plan with timelines, clear expectations, and methods of evaluation

Look for action and stimulation

Keep up a fast and lively pace

Surround themselves with optimism

Support their ideas and don't poke holes in their dreams; show them your positive side

Want feedback that they "look good"

Mention their accomplishments, progress, and your genuine appreciation

Make spontaneous decisions

Help them be more objective and thoughtful

Use emotionally based problem-solving style

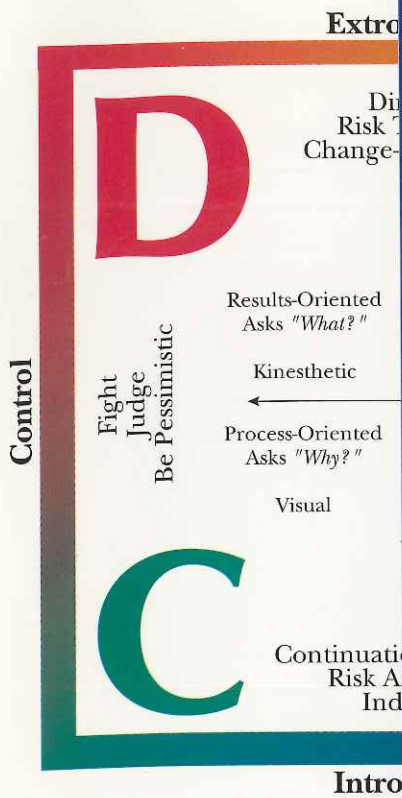
Connect emotionally and personally, but help them structure the decision criteria; tie the value of the decision to human relationships

## *Help them deal with blind spots and weaknesses such as ...*

- Optimism that can lead to overcommitment
- Being too trusting
- Overlooking or neglecting details
- Talking too much
- Having a tendency to hold too many meetings
- Emotional reactions
- Underestimating time it will take to complete projects/tasks
- Delegating too much
- Delaying unpleasant decisions
- Allowing relationships to cloud decisions
- Not confronting conflict
- Getting too involved
- Fearing loss of social approval, being excluded

## *More tips ...*

- Provide ideas for them in terms of how they can transfer their "talk" into action
- Provide testimonials of others when seeking their acceptance of an idea/plan
- Provide incentives or help them get in touch with their intrinsic motivation for taking on tasks
- Indicate how the suggested action will be beneficial to others
- Take advantage of their strengths by helping them to set goals and take on jobs that include interacting with people, performing in public, social environments, and motivating others



## DISCovering Self—S

- Your strength is primarily in situations requiring follow-through
- You feel most stress in situations involving loss of predictability
- When you overuse your DISCposition, you tend to agree too much
- When at your best, with high self-esteem, you are more service-oriented and sensible
- When at your worst, with low self-esteem, you are more sedentary and stern
- When you are goal-based, you tend to desire appreciation and sincerity; when fear-based, you tend to fear being asked to change
- When making decisions, you tend to be persuaded by assurances from others
- When making decisions, your pace, compared to others, is usually slow
- When making decisions, you would describe yourself as more conferring (service-oriented)
- When you learn, you prefer concrete experience and reflective observation

## Self Development Plan—S

### *With tasks ...*

- Stretch toward the challenges of new, untried tasks and goals
- Find ways to attempt creative strategies for achieving tasks and goals while maintaining your positive relationships with others
- Delegate more to others, rather than trying to do it all yourself
- Initiate
- Break out of routine; be more willing to change
- Act faster
- Find shortcuts to the work routines you use
- Try to see the big picture, not just your particular role or actions

### *With people ...*

- Self-reinforce and reflect upon the legitimate validation of your self-worth as a person in your own right
- Speak up
- Face conflict
- Consider your own feelings and needs
- Don't act based on what you assume others need or want
- Be forthcoming
- Learn to say "no" more often
- Be more selective when taking on the needs of others

# Influencing an S

## *An S tends to ...*

## *So you need to ...*

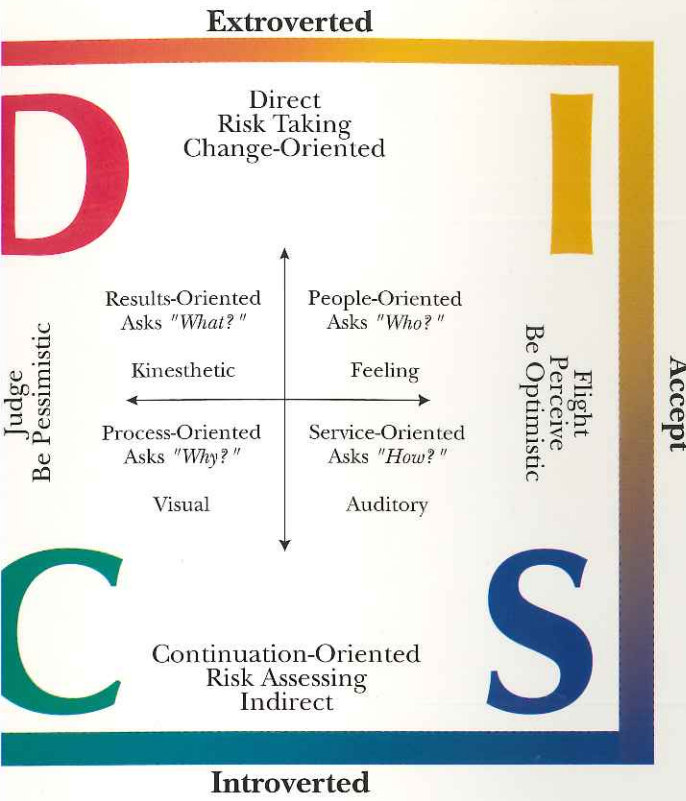
Be concerned with stability	Explain how to minimize risks, and help them realize there's more than one approach to a task
Think logically	Explain your thought process
Want documentation	Provide data/proof
Need to know step-by-step sequence	Provide outline and/or step-by-step, how-to instructions as you "walk them through" new processes
Want others to notice their patient perseverance	Compliment them for their steady perseverance and follow through, but help them speed up actions when necessary
Avoid risk, resist change in work processes	Give them personal assurances
Dislike conflict	Focus on their interests and how they can help you; help them speak up and voice their thoughts and feelings; do not act aggressively
Look for calmness and peace	Provide a friendly atmosphere
Want sincere feedback that they are appreciated	Acknowledge their easygoing, appreciative manner, and helpful efforts
Make decisions after conferring	Allow them to work in a group when possible
Use an implementor problem-solving style	Help them see the big picture beyond their particular role; point out cause/effect trends; enable multidimensional thinking

## *Help them deal with blind spots and weaknesses such as ...*

- Being too accommodating
- Being overly concerned with perfection
- Wanting to do the work themselves
- Not delegating easily
- Responding slowly
- Being possessive of their staff, staplers, offices, etc.
- Procrastinating and lacking a sense of urgency
- Being too patient; believing time will solve problems
- Being too lenient, too trusting
- Being stubborn
- Being too rigid with people who are assertive
- Being slow to change (give them plenty of warning)
- Fearing loss of security and stability

## *More tips ...*

- Provide sincere interest in them as people
- Do not rush them; be patient in drawing out their goals
- Be organized in presenting ideas to them; list specifics and steps; sequence data; focus on procedures
- Include alternative proposals and pros and cons of each; seek their reaction to alternatives as a way of improving matters for all
- Clearly define roles, goals, and specific expectations of them
- Take advantage of their strengths by putting them in situations requiring the ultimate team player; a good listener; a pragmatic, even-tempered, logical, and systematic decision maker; a thoughtful, cooperative, steady, helpful coach; or an open, approachable, patient counselor



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## Self Development Plan—C

### With Tasks ...

- Openly discuss and work through differing or unpopular positions and perspectives that you may have on matters
- Resist the need to control situations; learn to let go
- Avoid analysis paralysis
- Listen to intuition, not just data
- Celebrate success
- Seek feedback on work performance
- Delegate more; trust others to do work
- Remember end result, keep "eye on the prize"

### With People ...

- Collaborate with groups and other individuals
- Develop tolerance for conflict and human imperfection
- Appreciate the personal worth of others, not just their task competencies
- Develop the ability to provide helpful insights to others in a manner that others can both understand and implement themselves
- Be more direct
- Be more willing to trust; be more responsive
- Be less critical
- Be tolerant of disclosures of personal information in work situations
- Don't avoid confrontation

## DISCovering Self—C

- Your strength is primarily in situations requiring thoroughness
- You feel most stress in situations involving loss of personal privacy
- When you overuse your DISCposition, you tend to question too much
- When at your best, with high self-esteem, you are more contemplative and conscientious
- When at your worst, with low self-esteem, you are more complaining and callous
- When you are goal-based, you tend to desire accuracy and precision; when fear-based, you tend to fear being criticized and creating poor quality
- When making decisions, you tend to be persuaded by evidence
- When making decisions, your pace, compared to others, is usually slowest
- When making decisions, you describe yourself as more deliberate (process-oriented)
- When you learn, you prefer abstract conceptualizing and reflective observation



# Influencing a C

## A C tends to ...

Be concerned with quality and accuracy

Think logically; wants to know why

Be cautious

Make deliberate decisions

Avoid conflict

Want genuine respect

Control their emotions

Need to be right

Use a logical problem-solving style

## So you need to ...

Let them help set quality control standards and check to see that they're properly implemented

Use facts to explain your rationale

Decide with them what critical things to check; help them tone down the tendency to overprepare

Allow them time to find the "best" or "correct" answer—within time and resource limits

Tactfully ask for clarification and/or assistance

Compliment them on their thoroughness and correctness

Approach them in a non-threatening way

Allow them to share their knowledge and expertise with others

Help them with being more tolerant of people who don't think in a linear, logical way

## Help them deal with blind spots and weaknesses such as ...

- Being too detailed
  - Lacking flexibility
  - Being slow to trust
  - Being reluctant to let go
  - Believing others won't have standards as high as theirs
  - Supervising too closely, taking too much time in direct supervision
  - Overdocumenting
  - Overorganizing
  - Not discerning important from unimportant
  - Tending to be tentative
  - Not taking risks; delaying decision making; going by the book
  - Fear being criticized (but can be overly critical and demanding of themselves/others)
- More tips ...*
- Take time in dealing with them; prepare your case in advance
  - If you disagree with them, be careful not to criticize their work effort or accomplishments
  - When suggesting a change, focus on the uniqueness of this idea or concept, emphasizing its potential value for improved, quality results when implemented
  - When possible, provide verbal acknowledgment of your respect for them as a person—separate from what they do or are able to accomplish
  - Take advantage of their strengths by helping them to set goals or take on roles that require high standards, attention to details, analyzing potential problems, follow through, decision making that is results oriented, accurate, exacting, well-prepared, and consistent
  - Listen to their intuition—they know when something is rotten or not founded

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