

The Platinum Rule Behavioral Style Assessment

Based on *The Platinum Rule*™
Model of Behavioral Styles
by Dr. Tony Alessandra

Personalized Report for:
Team Member Sample

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Introduction to The Platinum Rule™ Behavioral Style Assessment

Dear Team Member,

Congratulations on completing the *Platinum Rule*™ Behavioral Style Assessment. Completing the Assessment could be one of the most important relationship building decisions you will ever make.

With your personalized and comprehensive *Platinum Rule*™ Behavioral Style Assessment, you have the tools to be successful. Your assessment will not only help you become a better you, it will help you behave more maturely and productively by teaching you how to focus on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

HOW TO USE THIS REPORT

First, read through the entire report. You'll see that it is divided into three parts. The first part presents your eGraph results. Right after taking your *Platinum Rule*™ Behavioral Style Assessment, you will only see your results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph. This first section of your report will also cover how to read and interpret your eGraph results. It also includes a discussion of your personal "substyle" with brief descriptions of all 16 Platinum Rule substyles.

The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no 'best' style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are *tendencies only* for your style group and may or may not specifically apply to you personally.

The third section of this report focuses on how to use the Platinum Rule concept with others, from how to visually and verbally identify another person's style to how to adapt your behavior to "connect" with any of the four primary Platinum Rule styles. This last section is the all important successful application of this concept in all of your interpersonal relationships.

Study the characteristics of your style and how it relates to others. Practice 'reading' the signals others will send you and master it. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

During your 30-day observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It's an important component to the total *Platinum Rule*™ Behavioral Style Assessment because it truly completes the 360-degree perspective initially promised to you.

Isn't a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.

In professional and personal dealings with people, most of us experience conflicts from time to time. We may not be able to put our fingers on the cause, but something about the interaction is uncomfortable. Then too, there are those times when we first meet someone, and after several minutes feel as if we have known them for many years.

When we "click" like this with people, we often call it chemistry, or say that we get "good vibes" from that person. Our ability to develop and maintain chemistry with many different kinds of people is crucial to

professional and personal success.

The Platinum Rule recognizes that people are different, that others may not wish to be treated the same way you do. Patterns that work for you may not work for them. In short, The Platinum Rule allows for individual differences and preferences, and serves as a useful guide for many relationship situations.

When your knowledge of behavioral styles is combined with the application of *The Platinum Rule*[™], you have an invaluable tool for creating better chemistry faster, more of the time, in more of your relationships.

You're encouraged to read through the entire Platinum Rule Report. Study each section to learn, practice, and reinforce your new skills.

You will learn two things:

1. Your Behavioral Style through the eyes of others
2. Your degree of self-awareness

You will know more about your self-awareness because you will be able to compare your Self-Assessment with the Assessments of your observers and see how similar they are.

PERCEPTIONS... WHAT DO THEY MEAN?

How did your self-perception compare to the observers' perceptions? There are three possible scenarios:

1. Most saw you the same
2. Most saw you differently
3. Some saw you the same while some saw you differently

The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.

Studies have shown that the most effective people:

1. Know themselves
2. Know the needs or demands of the situation or relationship
3. Adapt their behaviors to meet those needs

Our behaviors are a very important part of the communication process. Suppose you tell your child he/she is the most important thing in your life and yet you find little time to spend with him/her. Or you tell your boss that you love your job and yet you are always late.

The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been a strain.

If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain it in Part III.

So, before diving in, let's briefly review the four Platinum Rule Primary Styles.

BEHAVIORAL STYLES

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. **The Platinum Rule**[™] focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to 'read'

people. This model is simple, practical, and easy to remember and use.

As you read the descriptions of each style below, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or at school... what style do their behavioral tendencies reflect? The following descriptions and adaptability guidelines will help you get on the same wavelength with each of the four styles.

Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses. Remember, however, strengths pushed to extremes can also become weaknesses. Here's a quick overview of the four behavioral styles and a brief description of how extreme behaviors may be perceived by others.

Here are the four **Platinum Rule** primary behavioral styles:

The Director Style: The Director Styles are driven by two governing needs: the need to control and the need to achieve. The Director Styles are goal-oriented go-getters who are most comfortable when they are in charge of people and situations. They want to accomplish many things now, so they focus on no-nonsense approaches to bottom-line results.

The Director Styles seek expedience and are not afraid to bend the rules. They figure it is easier to beg forgiveness than to ask permission. The Director Styles accept challenges, take authority, and plunge headfirst into solving problems. They take charge in a crisis. They are fast-paced, task-oriented, and work quickly and impressively by themselves, which means they become annoyed with delays. They are willing to challenge outdated thinking and ideas.

The Socializer Style: The Socializer Styles are friendly, enthusiastic "party-animals" who like to be where the action is. They thrive on the admiration, acknowledgment, and compliments that come with being in the limelight. The Socializer Styles just want to have fun. They are more relationship-oriented than task-oriented. They would rather "schmooze" with clients over lunch than work in the office.

The Socializer Style's strengths are enthusiasm, charm, persuasiveness, and warmth. They are gifted in people skills and communication skills with individuals as well as groups. They are great influencers. They are idea-people and dreamers who excel at getting others excited about their vision. They are optimists with an abundance of charisma. These qualities help them influence people and build alliances to accomplish their goals.

The Relater Style: The Relater Styles are warm, supportive, and nurturing individuals. They are the most people-oriented of the four styles. The Relater Styles are excellent listeners, devoted friends, and loyal employees. Their relaxed disposition makes them approachable and warm. They develop strong networks of people who are willing to be mutually supportive and reliable. The Relater Styles are excellent team players.

The Relater Styles are risk-averse. In fact, they may tolerate unpleasant environments rather than risk change. They like the status quo and become distressed when disruptions are severe. When the Relater Styles are faced with change, they need to think it through, plan, and accept it into their world. The Relater Styles, more than the other behavioral types, strive to maintain personal composure, stability, and balance.

In the office, the Relater Styles are courteous, friendly, and willing to share responsibilities. They are good planners, persistent workers, and good with follow-through. Relater Styles go along with others even when they do not agree because they do not want to rock the boat.

The Relater Styles are slow decision-makers because of their need for security, their need to avoid risk, and their desire to include others in the decision-making process.

The Thinker Style: The Thinker Styles are analytical, persistent, systematic people who enjoy problem solving. They are detail-oriented, which makes them more concerned with content than style. The Thinker Styles are task-oriented people who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions and may become uncomfortable around people who are very out-going, e.g., the Socializer Styles.

In the office, the Thinker Styles work at a slow pace, allowing them to double-check their work. They tend to see the serious, complex side of situations, but their intelligence and ability to see different points of view endow them with quick and unique senses of humor.

The Thinker Styles have high expectations of themselves and others, which can make them over-critical. Their tendency toward perfectionism – taken to an extreme – can cause “paralysis by over-analysis.” The Thinker Styles are slow and deliberate decision-makers. They do research, make comparisons, determine risks, calculate margins of error, and then take action. The Thinker Styles become irritated by surprises and glitches, hence their cautious decision-making. The Thinker Styles are also skeptical, so they like to see promises in writing.

The Thinker Styles’ strengths include an eye for detail and accuracy, dependability, independence, persistence, follow-through, and organization. They are good listeners and ask a lot of questions; however, they run the risk of missing the forest for the trees.

We generally develop our behavioral style in our childhood. It is the result of some possible genetic predisposition and our early life experiences. Everyone has a primary style that we tend to use most of the time. Although each of us has his or her own primary style, only a small percentage of the total population can be understood clearly by just these four primary styles. Each primary style also contains four substyles. We all use some of the behaviors of the other styles in our daily lives to some greater or lesser degree.

ADAPTABILITY

This report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Social scientists call it ‘social intelligence.’

There’s been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ.

It makes sense when you think about it. Often, when we do what comes naturally we alienate others without realizing it. Why? Because that same behavior may not be natural for them. It’s essential that we become aware of our natural tendencies – and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas don’t change, but you can change the way you present those ideas. And the best part of it is – *people will teach you how to treat them if you know how to read the signals their behavioral styles will send you!*

A study was done at the famous Bell Labs think tank near Princeton, New Jersey. They surveyed teams of electrical engineers. They were asked to name the most valued and productive engineers on the teams. Surprisingly, those who were named were not the people with the highest IQs, or the highest academic credentials or the best scores on achievement tests. The most valued team members were the people whose social intelligence, or adaptability, was highest.

HERE IS THE VALUE OF ADAPTABILITY...

It can’t be overstated. It’s a linchpin of **The Platinum Rule™** and the key to building successful relationships of all kinds. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). Adaptable people consciously decide whether and how to respond to a person, a situation, or an event.

Less adaptable people, on the other hand, respond in a more habitual manner, regardless of whether the response is likely to be appropriate or effective. But even if you are a person who’s been wedded to your own ways of thinking and doing for a very long time, there is hope.

You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any

interpersonal situation.

Whether someone is male or female, young or old, part of a Western culture or some other, our behavioral style is often evident. Let's face it, we may all be created equal, but we surely do not all act the same. And we don't all want to be treated the same. What may be a good response or reaction toward one person may be all wrong for the very next.

Now, it's true, we don't always act the same. You might behave differently with your best friend than with your boss. You don't act at a cocktail party as you do at church. While your style may have its own particular twist, like a song that's interpreted differently by various artists, it's still clearly one of the four basic styles. You're constantly sending out signals revealing that style, through the words you choose, body language, the speed and rhythm of your speech, how you dress, how your space is organized, how fast you walk.

Imagine the benefits of understanding how to treat people the way *they* want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before. If only for the stress it eliminates in interpersonal relationships, this profile is worth its weight in ...**platinum!**

THE ULTIMATE GOAL OF THE PLATINUM RULE...

is personal chemistry and productive relationships. You do not have to change your personality. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.

These are powerful life-skills that will serve you well in all your relationships: work, friends, school, spouse, and children. Improved relationships create infinite possibilities.

Remember, at the introduction to your *Platinum Rule*[™] Behavioral Style Self-Assessment Report, I reminded you that you can't expect to change a lifetime's habit patterns overnight. But you can begin to change, if you are committed. Your investment of time and resources into this assessment shows that you are on the right track.

eGraph Results for Team Member Sample



SYMBOL	DESCRIPTION
r S	Self-assessment
r A	Observers who know you in this setting: Social (Personal) (will only display if more than 3 observers)
r B	Average of Observers in this setting: Team Member (will only display if more than 3 observers)
r C	Average of Observers in this setting: Other (Stakeholders, Peers) (will only display if more than 3 observers)
r D	Observers who know you in this setting: Other (Stakeholders, Peers)

How to Read and Interpret your eGraph

Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we're measuring with The Platinum Rule Behavioral Style Assessment are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we're intending to measure here.

If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

Since your eGraph may be updated throughout the 30 day Observer period, it may change from time to time. At the end of the 30 days, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

INTERPRETING YOUR eGRAPH

Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.

To help you interpret your eGraph, we'll look at the plot points of people who know you in your various observer settings and ask some questions to help you interpret the results.

Interpreting Social (Personal) Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Social (Personal) observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Socializer and Relater) or mostly guarded behaviors (Below: Director and Thinker)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Social (Personal). Decide on a way to vary your **level of openness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Director and Socializer) or mostly indirect behaviors (Left: Relater and Thinker)?
7. Choose one person, with whom you differ in behavioral style, in this setting – Social (Personal). Decide on a way to vary your **level of directness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
8. Choose one Social (Personal) relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different, more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

Interpreting Team Member Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Team Member observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Socializer and Relater) or mostly guarded behaviors (Below: Director and Thinker)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Team Member. Decide on a way to vary your **level of openness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Director and Socializer) or mostly indirect behaviors (Left: Relater and Thinker)?
7. *Choose one person, with whom you differ in behavioral style, in this setting* – Team Member. Decide on a way to vary your **level of directness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
8. Choose one Team Member relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different, more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

Interpreting Other (Stakeholders, Peers) Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Other (Stakeholders, Peers) observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Socializer and Relater) or mostly guarded behaviors (Below: Director and Thinker)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Other (Stakeholders, Peers). Decide on a way to vary your **level of openness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Director and Socializer) or mostly indirect behaviors (Left: Relater and Thinker)?
7. *Choose one person, with whom you differ in behavioral style, in this setting – Other (Stakeholders, Peers).* Decide on a way to vary your **level of directness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
8. Choose one Other (Stakeholders, Peers) relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different, more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

Interpreting the Entire Composite eGraph

Let's take a look at your composite eGraph representing Social (Personal), Team Member, and Other (Stakeholders, Peers) observer responses. Refer to a copy of your eGraph on page 8.

1. Were you surprised by the results?
If so, how?
2. Are the Social (Personal), Team Member, and Other (Stakeholders, Peers) observer responses similar or different?
What does this mean to you?
3. Were the observer responses similar or different from your self-assessment?
What does this mean to you?

A SNAPSHOT OF YOUR SUBSTYLE

THE ADVENTURER (socializingDIRECTOR)

While you fall into the broad **Director** style quadrant, it's just as important to be aware of your Substyle because within each of the main Styles we still find a tremendous diversity of behaviors. We break each main Style down into four Substyles. Yours is the **socializingDIRECTOR**, which we like to call **The Adventurer**. **The Adventurer** is LESS guarded and MORE direct than most other Directors. Below is a snapshot of **Adventurer** Substyle... as such, it's a closer look at *you!*

The primary goals that motivate you are dominance and independence. Consequently, you are wary around people who may take advantage of you or beat you to a goal. Because of your results-oriented nature, you may sometimes sacrifice quality for quantity. Your innate sense of self-importance enables you to make mistakes and still feel favorably about yourself. You do not mind confrontation and are willing to challenge others.

COMPARED TO OTHER DIRECTORS, THE socializingDIRECTOR IS MORE LIKELY TO:

- Be tenacious
- Stand up for yourself
- Seek to get things done quickly
- Express confidence in your ability to achieve and make things happen
- Downplay your mistakes and weaknesses while focusing on successes and strengths
- Cut corners to reach your goals more quickly and efficiently
- Become forceful and less team-oriented under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You're often impatient when dealing with complex situations or long-term projects. When pressured, you have a tendency to force-fit solutions. You can benefit by learning to pay attention to available information as well as people's feelings.

With People:

You have a fast lifestyle and are driven to achieve. You should relax! It will help fulfill you, restore your energy, and improve the quality not only of your life but of the lives of those around you.

PERSONAL EMPOWERMENT POINTERS

- Take the time to ask others about their expectations, concerns, and efforts.
- Sort tasks into "Critical" and "Less Critical" categories. Then divide "Critical" ones into "Urgent" (requiring immediate action *if* the task is to be accomplished), "Short-term" (requiring action in the next one-three months), and "Long-term" (requiring action within six-twelve months).
- Focus first on what results you can't live without. Then take on those tasks where you *must* see significant improvement, and later those where you would *like* to see improvements.

Descriptions of the 16 Substyles

SUBSTYLES OF DIRECTORS

The goal that motivates **The Director** (or **directingDIRECTOR**) is new opportunities. You are less concerned about what other people think than many other styles; therefore, you are willing to speak your mind and to take more risks. You often question authority and prefer to arrive at your own conclusions based on the facts at hand. Rather than deal with limitations such as the status quo, you tend to ignore them or deal with them and their consequences later—if at all.

The goal that motivates **The Adventurer** (or **socializingDIRECTOR**) is dominance and independence. Consequently, you are wary around people who may take advantage of you or beat you to a goal. Because of your results-oriented nature, you may sometimes sacrifice quality for quantity. Your innate sense of self-importance enables you to make mistakes and still feel favorably about yourself. You do not mind confrontation and are willing to challenge others.

The goal that motivates **The Producer** (or **relatingDIRECTOR**) is accomplishing bigger and better goals according to an internal timetable. You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.

The goal that motivates **The Pioneer** (or **thinkingDIRECTOR**) is being in a position to direct and redirect task accomplishments. You tend to focus more on the future than on either the present or the past. You are driven by a quest for unique accomplishments and you avoid boredom. Although you are cautious and calculating, your ability to think quickly enables you to act quickly when the situation requires it. As an agent of change, you do not like to leave things as you found them.

SUBSTYLES OF SOCIALIZERS

The goal that motivates **The Socializer** (or **socializingSOCIALIZER**) is social approval from others. You have a natural tendency to meet people, and others feel comfortable with you. You speak freely about your thoughts, feelings, and experiences, and expect others to do the same. You show your acceptance of others by eye contact and touching as well as by words. You are very receptive to change and adjust well to diverse ways of doing things.

The goal that motivates **The Helper** (or **relatingSOCIALIZER**) is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

The goal that motivates **The Impresser** (or **thinkingSOCIALIZER**) is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

The goal that motivates **The Enthusiast** (or **directingSOCIALIZER**) is influencing people. You enjoy symbols of authority and prestige. You feel uncomfortable with any kind of confinement or restriction of freedom. Your high level of self-confidence enables you to withstand criticism from others. Each new person and situation is interesting to you, so life seems continually fresh.

SUBSTYLES OF RELATERS

The goal that motivates **The Relater** (or **relatingRELATER**) is personal stability. Any change or risk that might jeopardize relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You are most comfortable in a work environment that is pleasant, friendly, and non-competitive.

The goal that motivates **The Specialist** (or **thinkingRELATER**) is to specialize: to do only what you know and know only what you do. You prefer to focus on your own interests and avoid getting involved with crowds or high-profile situations. The best conditions for you are those that are stable and allow for steady, incremental gains. Generalists complement you; you each take on the tasks that the other dislikes.

The goal that motivates **The Go-Getter** (or **directingRELATER**) is a desire for a steady flow of more accomplishments. Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and time lines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

The goal that motivates **The Harmonizer** (or **socializingRELATER**) is the acceptance and approval you gain from helping others. You want to be a person who is wanted and needed by others. You remember birthdays and anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function better as a sounding board for venting frustrations than as a problem solver. Your interest is more in helping others to make do with the current situation than in suggesting change.

SUBSTYLES OF THINKERS

The goal that motivates **The Thinker** (or **thinkingTHINKER**) is the desire to be correct. Your life style reflects your preference for privacy, and your interactions with people are formal and poised. As a naturally curious thinker, you are more inclined to identify a spectrum of interests and behaviors than people of other types. With a natural talent for methodical and deliberate decision making, you emphasize precise understanding, accurate work, proper manners, and impeccable personal habits.

The goal that motivates **The Master-Minder** (or **directingTHINKER**) is to increase opportunities for unique and significant personal accomplishments. You express yourself more by what you do than what you say. Consequently, you have strong needs to choose your own goals and to work independently. As primarily an idea-generator and developer, you have little interest in dealing with implementation details.

The goal that motivates **The Assessor** (or **socializingTHINKER**) is accomplishing goals with excellence. As a quick thinker, you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname of "Assessor" is based on your evaluative approach to people and tasks; you tend to have strong opinions about people and groups with whom you do not identify or agree

The goal that motivates **The Perfecter** (or **relatingTHINKER**) is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in many kinds of organizations, especially those that involve highly specialized and focused work. Although you are not opposed to change, you do want to be sure that the change is attainable and that it will result in the desired improvement.

Part II

An Overview of Your Primary Behavioral Style

Directors are fast-paced and goal-focused. Directors are also guarded and direct. Directors exhibit firmness in their relationships with others, are oriented toward productivity and goals, and are concerned with bottom line results.

Directors accept challenges, take authority, and go head first into solving problems. Directors tend to exhibit great administrative and operational skills and work quickly and impressively by themselves.

Directors tend to come on cool, independent and competitive with others, especially in a business environment. Directors try to shape their environment to overcome obstacles en route to their accomplishments. Directors demand maximum freedom to manage themselves and others, and use their leadership skills to become a winner.

Closely allied to their positive traits are the negative ones of stubbornness, impatience and toughness. Directors tend to take control of other people and can have a low tolerance for the feelings, attitudes and inadequacies of co-workers and subordinates. Directors like to move at a fast pace and are impatient with delays. It is not unusual for a Director to call someone on the phone and, without saying hello, launch right into conversation, "You've got to be kidding; the shipment from Hong Kong will kill us... by the way, this is Jack." When other people cannot keep up with their speed, Directors may view them as incompetent.

Their motto might be: "I want it done right and I want it done now!" or "I want it done yesterday!" Directors get things done and make things happen. Directors are like jugglers who like to do many things at the same time. Directors start juggling three things at once and when they feel comfortable with those three things, they pick up a fourth. Directors keep adding more until the pressure builds to the point where they let everything drop, then immediately start the whole process over again. Their theme seems to be, "Notice my accomplishments." Their high achievement motivation gives them a tendency toward workaholism.

Their primary strengths are their ability to get things done and their leadership and decision-making abilities. Their weaknesses tend to be inflexibility, impatience, poor listening habits and failure to take time to "smell the flowers." In fact, Directors may be so competitive, when they do finally go out to "smell the flowers," they return and say to others, "I smelled 12 today. How many did you smell?"

Their ideal occupation might be a president or CEO, an entrepreneur, owner of their own company, an executive or manager, a general contractor, politician, police officer or military officer. In a business environment, Directors like others to be decisive, efficient, receptive and intelligent. In a social environment, Directors want others to be quick, assertive and witty.

Their desk will be busy with paperwork, projects, and materials separated into piles. The office is decorated to suggest power. Directors are formal and keep their distance physically and psychologically. Their office may be arranged so that seating is formal; that is, face-to-face with a big power desk separating them from their visitors. Directors do not appreciate people talking three inches from their nose, so becoming your friend is not a prerequisite to doing business with you.

To achieve more balance, Directors need to practice active listening, pace themselves to project a more relaxed image, and develop patience, humility and sensitivity. Directors need to show a concern for others, use more caution, verbalize the reasons for their conclusions and participate more as team players.

DIRECTORS' MOTIVATORS

Situations in which Directors can flex their personal power may charge them up. Directors like to be in charge. Directors probably are driven to be the "top-dog" and may measure their sense of personal worth by the magnitude of their accomplishments.

Directors may project an "I can do it myself and don't need anyone else" attitude. Directors tend to view life as a battlefield in which the "survival of the fittest" rules. Sometimes Directors may take what they need or want rather than wait for others to provide for them. Directors generally prefer situations in which they can act

independently and explore their interests on their own terms. Their theme song could well be, "I Did It My Way" sung, of course, by Frank Sinatra.

Directors, like people of all behavior patterns, have a unique source of apprehension that may not be obvious to observers. Their greatest fear tends to be loss of control or the inability to exert it. Directors may suspect that others will take advantage of them or interfere with their desired results. Therefore, Directors may be guarded around people who threaten their need for control. Directors naturally avoid appearing to be an "easy mark" or a "soft touch." Instead, Directors generally project a tough, thick-skinned image. When pushed, Directors may react aggressively.

Directors may be pioneers who like to venture into newer and bigger ventures. Directors are more risk-oriented than most. Their ability to focus and muster incredible self-discipline may make Directors innovative entrepreneurs. Directors are persistent, strong-willed individuals who may become even more tenacious and over-powering when faced with obstacles that block their way. Directors have a practical, bottom-line approach that focuses on efficiency and decisiveness. Directors tend to be deductive decision-makers who focus first on the big picture, then turn to the key details required for implementation.

Directors tend to be take-charge people who are highly competitive. Directors often project an air of confidence that may provide people with encouragement and faith. Their vision, ability to make things happen, and possible charisma make Directors ideal leaders..

DIRECTORS' GROWTH OPPORTUNITIES

When Directors become distressed, they may stop listening and become dictatorial. This over-reaction reveals their tendency to take control by forcing action. Other people may view this behavior as impatience.

Directors may try to influence people and organizations through their personal power, rather than with a more systematic and orderly approach to task-management or business development. Directors do not like routines and generally resent being bogged down by details. Therefore, Directors tend to be excellent delegators. Sometimes, however, Directors may over-delegate to people. This can lead to performance difficulties.

Directors can increase their effectiveness with people by reigning in their need to control. Self-control will help Directors appear strong, sensible, and reasonable rather than demanding, argumentative, or stubborn. Their tendency to talk tough and be very direct can intimidate people and shut down communications and cooperation. In addition, their lack of tolerance for inefficiency and low performance can be counter-productive. Directors need to realize that performance is improved by providing positive redirection and support for everyone's efforts and progressive improvements.

Directors may be natural commanders; however, they need to develop the attitudes and behaviors that will help them become effective coaches and counselors. For example, Directors may not like to take the time to explain how something is done or to listen to people's feelings and problems. This is a personal "blind spot" that needs more attention and flexibility. Much of the self-limiting elements in their make-up involve their over-emphasis on the external world. Directors need to pay more attention to their inner world. This will increase their awareness and commitment to their purpose or mission in life and clarify what they truly value.

A Summary of the Director Style

IN A NUTSHELL:

- Directors are fast-paced and goal-focused
- Directors are decisive in their actions and decisions
- Directors like control, dislike inaction
- Directors prefer maximum freedom to manage themselves and others
- Directors are cool, independent, and competitive
- Directors have a low tolerance for feelings, attitudes, and advice of others
- Directors work quickly and impressively alone
- Directors take initiative
- Directors have good administrative skills

STRENGTHS: High energy
Leadership
Administration
Juggling

WEAKNESSES: Impatience
Insensitive to others
May take yourself too seriously
Poor listener

PACE: Fast/Decisive

GOALS: Productivity
Results
Control

FEARS: Being hustled
Losing control
Being "soft"

MOTIVATORS: Winning
Challenges
New opportunities

IRRITATIONS: Indecision
Inefficiency

UNDER STRESS: Become dictatorial

DECISIONS ARE: Decisive

FOCUS: Goals

WORKPLACE: Efficient
Busy

GAINS SECURITY THROUGH: Control
Leadership

Directors on the Job

THE DIRECTOR'S TYPICAL BUSINESS CHARACTERISTICS

- Prefer time frames
- Seek personal control
- Get to the point
- Strive to feel important and be noteworthy in their job
- Demonstrate persistence and single-mindedness to reach a goal
- Express high ego strength
- Prefer to downplay feelings and relationships
- Focus on task actions that lead to achieving tangible outcomes
- Implement changes in the workplace
- Tend to freely delegate duties, enabling them to take on more projects

THE DIRECTOR'S PREFERRED BUSINESS SITUATIONS

- Like to call the shots and tell others what to do
- Like challenging workloads which fuel their energy levels
- Tend to personally oversee, or at least know about, their employees' or co-workers' business activities
- Like to say what is on their mind without being concerned about hurting anybody's feelings
- Enjoy taking risks and being involved in changes
- Prefer to interpret the rules and answer only to themselves
- Interested in the answers to what questions, not how ones
- Like to see a logical road toward increasing and ongoing advancement, since *bigger is better*

SUGGESTIONS FOR DIRECTORS TO BE MORE EFFECTIVE AT WORK

- Take time to negotiate and clarify time frames with associates in order to avoid misunderstanding and disappointment
- Recognize and acknowledge the feelings of others... remember that many people are unable to check their feelings and personal problems at the door when they enter the workplace
- Accept the fact that you will not prevail on every issue that comes up... choose your battles wisely and, when appropriate, concede graciously
- Acknowledge that your success is often dependent upon the work of others... be sure to acknowledge their contributions and thank them frequently
- Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way

Directors in the Social Scene

THE DIRECTOR'S TYPICAL SOCIAL BEHAVIORS

- Actively compete
- Play games to win
- Want to know the purpose of a function
- Like playing with toys and hobbies
- Play parallel to but not necessarily with others
- Prone to talk shop at gatherings
- Choose friends by experimentation

THE DIRECTOR'S PREFERRED SOCIAL SITUATIONS

- Want options from which to choose
Examples: either swimming, dining out, or playing bridge
- Pay more attention to concrete things, less to emotions
- Resistant to doing anything they do not want to do
- Favor direct humor with a touch of superiority
- Prefer groups subject to their control
- Like being in charge of something at social events and activities
Examples: score-keeping, judging, giving directions, cooking, chairing a fund-raiser

SUGGESTIONS FOR DIRECTORS TO BE MORE EFFECTIVE IN SOCIAL SETTINGS

- Slow down and take time to smell the roses
- Respond more positively to other peoples' feelings
- Give sincere compliments and affirmations more often
- Apologize or admit your mistakes, when appropriate
- Cultivate a less serious outlook on life
- Consciously concentrate on listening to others
- Admit, and then laugh at, your personal limitations
- View a game as a game and not a life or death event
- Develop more tact and diplomacy

The Director's Behavior and Needs Under Stress

Under stress, they have a tendency to dictate.

An example of a typical response to a stressful situation from a Director might be: "If you can't stand the heat, get out of the kitchen."

UNDER STRESS, DIRECTORS MAY APPEAR:

- Restless
- Critical
- Blunt
- Intrusive
- Uncooperative
- Irritable
- Aggressive
- Pushy

UNDER STRESS, DIRECTORS NEED:

- Control of the situation and themselves
- Tangible evidence of progress
- A fast pace for moving toward goals
- Accomplishments

How to Reduce Conflict

DIRECTORS' TYPICAL BEHAVIOR IN CONFLICT

- Directors are quite comfortable with conflict, aggression and anger. Many times they may not realize the impact their behavior has on others. In other instances, however, they may consciously choose anger and aggression as a tactical weapon. In any case, they are likely to increase the level of aggression.
- Their anger is directed at the situation and the lack of desired results, not at anyone, personally. However, their outbursts and behaviors may appear to be a personal attack. They tend to react quickly and often may fail to choose their words appropriately.
- Directors generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Since Directors tend to focus on their own results, they may tend to become autocratic in order to get their way.
- Their passion to win may result in win/lose situations, making it difficult for others to work with them.

STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH OTHERS

- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with the Director's normal behavior may be counterproductive, resulting in interference with their desired results.
- Directors need to take time to express their ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying their message up front will result in more efficient operations later.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase their own energy for the task; however it is likely to have a serious negative effect on many others.
- Directors need to include all the people involved with a project in their decision-making process. Ask for their input on a regular basis and take it into consideration. Directors can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Be sure to share the reasoning behind decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person.

Action Plans...

Behavioral adaptability is the key to success with different styles. It can be defined as the willingness and ability to engage in a range of behaviors not necessarily characteristic of your style in response to effectively dealing with the requirements of a situation or relationship. It involves making adjustments to your methods of communicating and behaving based on the particular needs of the relationship at a particular time. Adaptable people make the choice to go beyond their own comfort zone so others also feel more comfortable.

On the next few pages are action plans to give Directors suggestions on how to adapt their behavior, as well as ideas for others to help Directors be more adaptable. It will give them clues to understand the Director's behavioral tendencies.

To make the most effective use of these assessments and action plans, have all those you interact with complete an observer response form on how they see you, as well as an assessment on themselves. Then set aside some time to discuss strategies you each can use in adapting your behaviors to create greater ease and less conflict in the relationships.

Directors...

- Are concerned with being #1
- Think logically
- Want facts and highlights
- Strive for results

- Like personal choices
- Like changes
- Prefer to delegate
- Want others to notice accomplishments
- Need to be in charge

- Have a tendency towards conflict

When Dealing With Directors...

- Show them how to win, new opportunities
- Display reasoning
- Provide concise data
- Agree on goals and boundaries, then support or get out of their way
- Allow them to "do their thing," within limits
- Vary routines
- Look for opportunities to modify their workload focus
- Compliment them on what they have done
- Let them take the lead, when appropriate, but give them parameters
- If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

Action Plan...

ON THE JOB

For Directors:

- Allow others to do things without excessive or untimely interference
- Participate in the group without expecting always to be in command
- Modify the tendency to give orders to others
- Enlist others' input and support through participative, collaborative actions
- Give others credit when they deserve it
- Praise people for jobs well done
- Let colleagues and employees know that you realize it's only natural that you and others will make mistakes
- Give some authority along with the responsibility when delegating

For Others Working with Directors:

Show yourself to be thorough and well prepared by:

- Support their goals and objectives, when possible
- Keep the relationship businesslike
- Use facts – not personal feelings – if you disagree
- Be precise and well organized
- Provide alternative actions with brief supporting analysis
- Get to the point quickly
- Stress competitive results and growth opportunities

NOTE: To be more effective, have other people you work with take the assessment on themselves. Then set aside some time to share the results. Discuss how you each can adapt your behaviors to create more satisfying working relationships.

Action Plan...

IN THE SOCIAL SCENE

For Directors:

- Consciously concentrate on listening to others
- Respond positively to others' feelings
- Apologize or admit mistakes, when appropriate
- Slow down and take time to smell the roses
- Cultivate a less serious outlook
- Admit, and then laugh at, personal limitations
- View a game as a game and not life or death!
- Give sincere compliments
- Cultivate tact and diplomacy

For The Friends of Directors:

- Convey openness and acceptance of Directors
- Listen to Directors' suggestions
- Summarize Directors' achievements and accomplishments
- Give your time and undivided attention
- Appreciate and acknowledge Directors, when possible
- Ensure all activities will be acceptable to Directors, when possible
- Meet Directors' expectations, when possible
- Focus on how pleased you are with their results
- Thank Directors for their contribution

NOTE: To enhance your friendships, have other friends take the assessment on themselves. Then set aside some time to share the results. Discuss how you each can adapt your behaviors to create more satisfying friendships.

Part III

Application of Behavioral Styles with Others

APPLICATION, APPLICATION, APPLICATION

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

This application section includes:

- How To Identify Another Person's Behavioral Style
- The Four Basic Styles Overview
- What is Behavioral Adaptability
- How to Modify Your Directness and Openness
- Tension Among The Styles
- Action Plans with All Four Styles
- How To Adapt To The Different Behavioral Styles

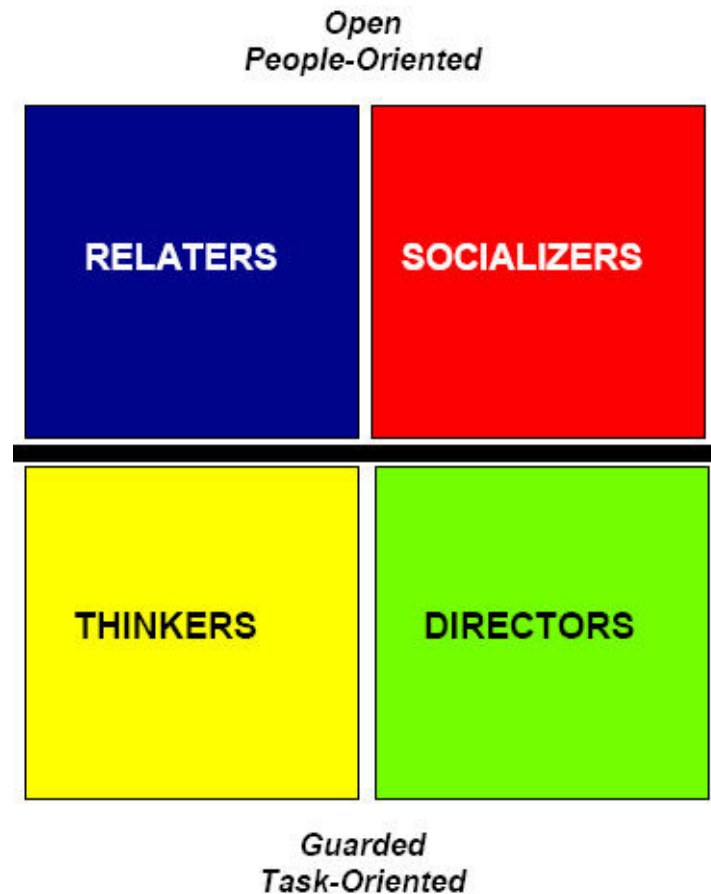
This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Then identify the behavioral style of the other person using the ***How to Identify Another Person's Behavioral Style*** section. You can read about their style in ***The Four Basic Styles Overview***. The section on ***What Is Behavioral Adaptability*** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships. Once you know their style and preferences for directness and/or openness, you can use the ***How to Modify Your Directness and Openness*** section to adjust these areas when relating to this person. You will be amazed at the difference. To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference. The ***Action Plans with All Four Styles*** section will give you a summary of needs and suggested actions to meet those needs. And finally, the last section, ***How to Adapt to the Different Behavioral Styles***, will give you suggestions when dealing with each of the four basic styles.

How To Identify Another Person's Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas – **openness and directness**. How open or guarded is the person and how direct or indirect is the person?

OPENNESS



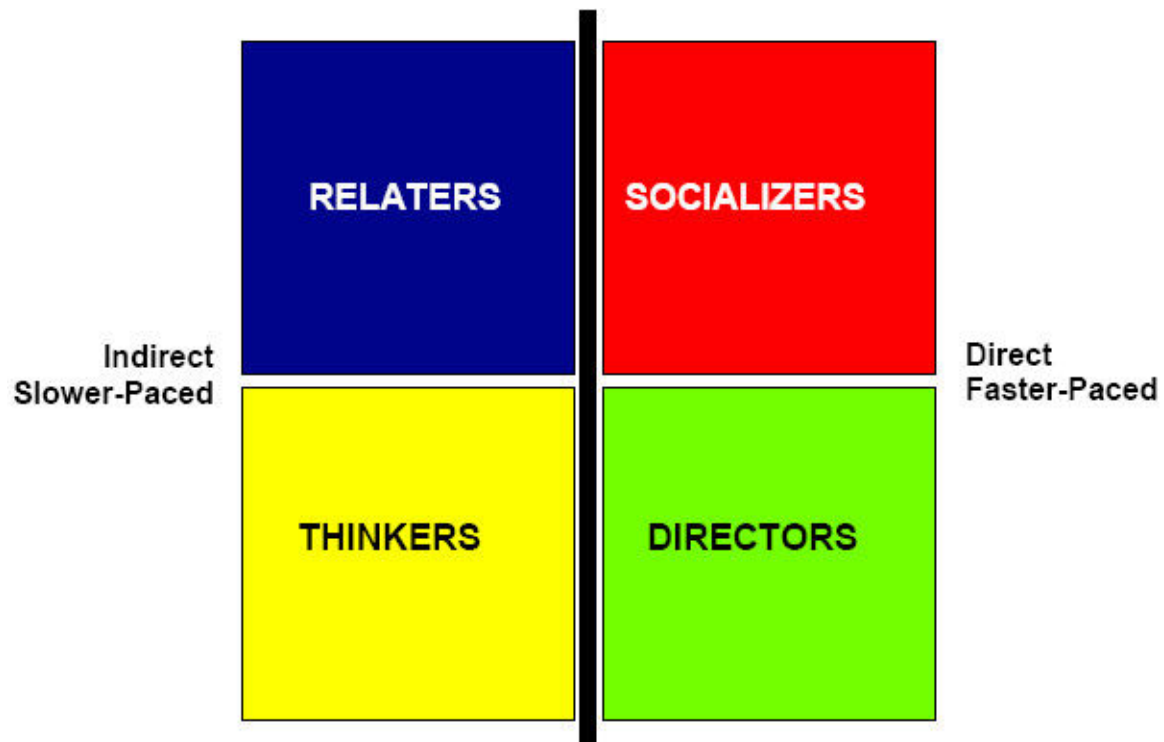
Open Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject

DIRECTNESS



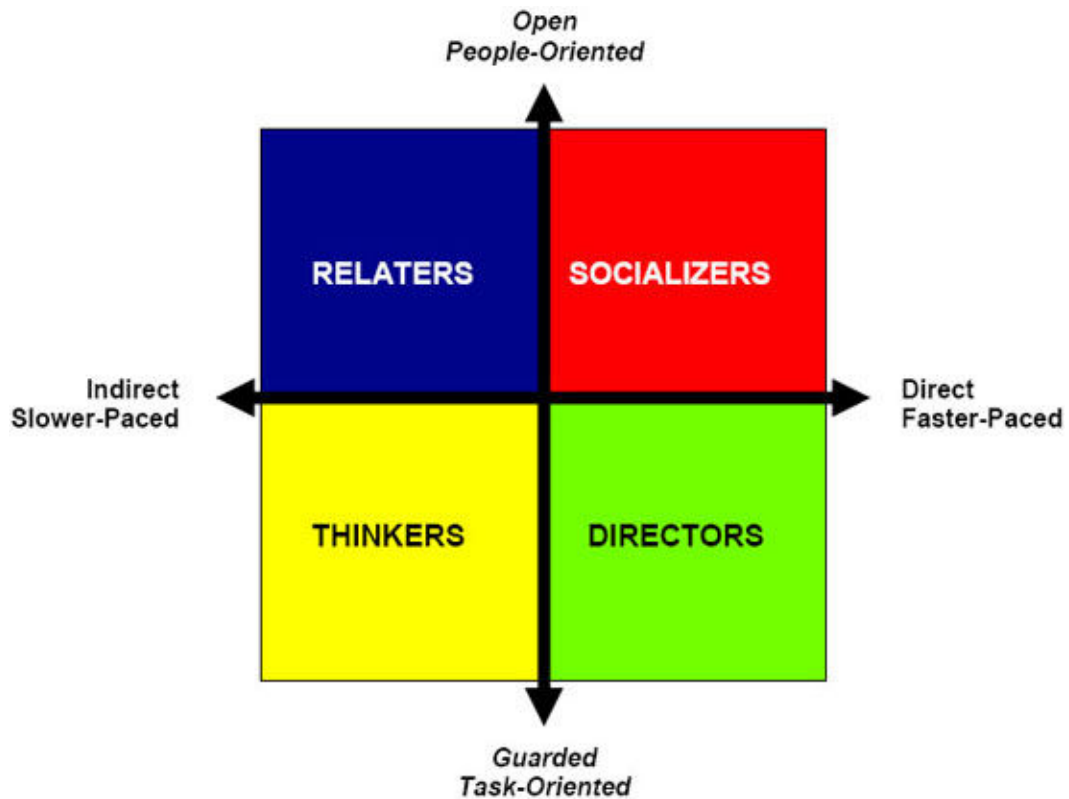
Indirect Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

Direct Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Director Styles. People who are both direct and open are Socializer Styles. People who exhibit open and indirect behaviors are Relater Styles. Finally, indirect and guarded people are Thinker Styles.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more direct and fast-paced or indirect and slower-paced?
2. Are they more guarded and task-oriented or open and people-oriented?

The Four Basic Styles Overview

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in various settings.

	DIRECTOR STYLE	SOCIALIZER STYLE	RELATER STYLE	THINKER STYLE
PACE	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systematizing Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor Listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to begin action Lacks global perspective	Perfectionists Critical Unresponsive
FEARS	Being taken advantage of	Loss of Social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship, Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track record and process	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision, Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a Thinker or Relater Style; or when you move a bit faster for the Director or Socializer Styles. It occurs when the Director or Thinker Styles take the time to build the relationship with a Relater or Socializer Style; or when the Socializer or Relater styles focus on facts or get right to the point with Director or Thinker styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference; while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social or personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat the other people the way they want to be treated.

How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

TO INCREASE DIRECTNESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

TO INCREASE OPENNESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

TO DECREASE DIRECTNESS

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

TO DECREASE OPENNESS

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among the Styles

Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Director Style and Socializer Style tend to prefer a faster pace; the Relater Style and Thinker Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Director and a Socializer. Both are relatively fast-paced behavioral types. Yet the Socializer places more emphasis on people than on tasks, while the Director tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Socializer does better with the Relater. These two will still be getting to know each other while the Thinker and the Director are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Socializer and Relater interaction when these two finally do get around to the tasks at hand. The Socializer usually wants it yesterday, whereas the Relater wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Director and Thinker, another example of pace-based tension. The faster-paced Director likes to make quick decisions. The slower-paced Thinker gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

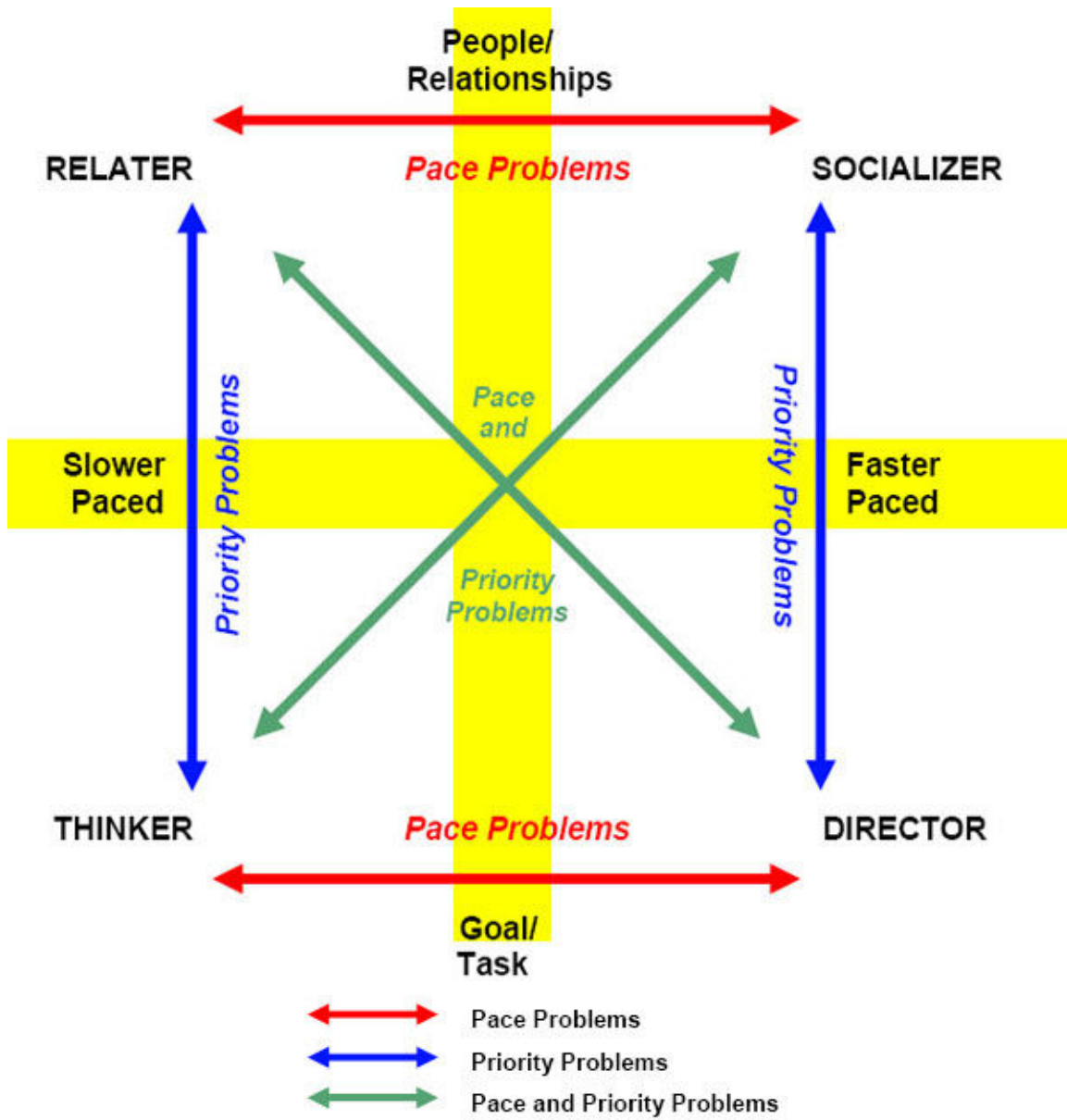
When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Director and Relater relationship, as well as in the Socializer and Thinker relationship.

Take the case of the Director and Relater interaction: the Director should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Relater should try to show more concern for task completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Socializer and Thinker relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.

Tension Among the Styles Model



Action Plans With All Four Styles...

RELATER TRAITS...	SO YOU...	SOCIALIZER TRAITS...	SO YOU...
Concerned with stability	- Show how your idea minimizes risk	Concerned with approval and appearances	- Show them that you admire and like them
Think logically	- Show reasoning	Seek enthusiastic people and situations	- Behave optimistically and provide upbeat setting
Want documentation and facts	- Provide data and proof	Think emotionally	- Support their feelings when possible
Like personal involvement	- Demonstrate your interest in them	Want to know the general expectations	- Avoid involved details, focus on the "big picture"
Need to know step-by-step sequence	- Provide outline and/or one-two-three instructions as you personally "walk them through"	Need involvement and people contact	- Interact and participate with them
Want others to notice their patient perseverance	- Compliment for their steady follow-through	Like changes and innovations	- Vary the routine; avoid requiring long-term repetition by them
Avoid risks and changes	- Give them personal assurances	Want others to notice THEM	- Compliment them personally and often
Dislike conflict	- Act non-aggressively, focus on common interest or needed support	Often need help getting organized	- Do it together
Accommodate others	- Allow them to provide service or support for others	Look for action and stimulation	- Keep up a fast, lively, pace
Look for calmness and peace	- Provide relaxing, friendly atmosphere	Surround themselves with optimism"	- Support their ideas and don't poke holes in their dreams; show them your positive side
Enjoy teamwork	- Provide them with a cooperative group	Want feedback that they "look good"	- Mention their accomplishments, progress and your other genuine appreciation
Want sincere feedback that they're appreciated	- Acknowledge their easygoing manner and helpful efforts, when appropriate		

THINKER TRAITS...	SO YOU...	DIRECTOR TRAITS...	SO YOU...
Concerned with aggressive approaches	- Approach them in an indirect, non-threatening way	Concerned with being #1	- Show them how to win, new opportunities
Think logically	- Show reasoning	Think logically	- Display reasoning
Seek data	- Give it to them in writing	Want facts and highlights	- Provide concise data
Need to know the process	- Provide explanations and rationale	Strive for results	- Agree on goal and boundaries, then support or get out of their way
Utilize caution	- Allow them to think, inquire and check before they make decisions	Like personal choices	- Allow them to "do their thing," within limits
Prefer to do things themselves	- When delegating, let them check on others' progress and performance	Like Changes	- Vary routine
Want others to notice their accuracy	- Compliment them on their thorough-ness and correctness when appropriate	Prefer to delegate	- Look for opportunities to modify their work-load focus
Gravitate toward quality control	- Let them assess and be involved in the process when possible	Want others to notice accomplishments	- Compliment them on what they've done
Avoid conflict	- Tactfully ask for clarification and assistance you may need	Need to be in charge	- Let them take the lead, when appropriate, but give them parameters
Need to be right	- Allow them time to find the best or "correct" answer, within available limits	Tendency towards conflict	- If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis
Like to contemplate	- Tell them "why" and "how"		

How to Adapt to the Different Behavioral Styles

THE DIRECTOR STYLE

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Director Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Director have their say because they are not the type who will take a back seat to others.

With the Director Style, in general, be efficient and competent.

At Work – Help Them To

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

Sales and Service Strategies with Director Styles

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

In Social Settings

- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

THE SOCIALIZER STYLE

The Socializer Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

Socializers are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Socializer Styles, in general, be interested in *them*.

At Work – Help Them To

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

Sales and Service Strategies with Socializer Styles

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

In Social Settings

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed

THE RELATER STYLE

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. Relaters don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Relater Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Relater Style, in general, be non-threatening and sincere.

At Work – Help Them To

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

Sales and Service Strategies with Relater Styles

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or work expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

In Social Settings

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change

THE THINKER STYLE

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Socializer Styles, it is not a prerequisite.

Support the Thinker Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the Thinkers to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The Thinker Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the Thinker Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

At Work – Help Them To

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not everything

Sales and Service Strategies with Thinker Styles

- Prepare, so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

In Social Settings

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

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