



# Communication Styles Plus

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A 360° Behavioral Profile\*

Personalized report for: Sample Report

Your Company  
**LOGO**  
Appears Here

\*"The style model referred to herein is the author's adaptation of original research and data compiled since 1964 by David W. Merrill, Ph.D.; used with the permission of The Tracom Group, Centennial, Colorado. For a comprehensive understanding of Dr. Merrill's work, see: PERSONAL STYLES AND EFFECTIVE PERFORMANCE, Merrill and Reid, Chilton 1981"

## Table of Contents

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Introduction to the Communication/Behavioral Styles Assessment.....	3
<b>PART I - UNDERSTANDING YOUR PERSONAL eGRAPH RESULTS</b>	
- Your eGraph Results.....	5
- Interpreting Your Observer Responses.....	6
<b>PART II - UNDERSTANDING YOUR STYLE AND INCREASING YOUR EFFECTIVENESS</b>	
- An Overview of Your Primary Communication Style.....	7
- Your Typical Behaviors.....	8
- Your Motivators.....	9
- Your Growth Opportunities.....	10
- Your Business Behaviors on the Job.....	11
- Your Business Behavior Suggestions for You and Others Working with You.....	12
- Your Typical Social Behaviors.....	13
- Your Social Behavior Suggestions for You and Others Working with You.....	14
- Typical Behaviors and Needs Under Stress.....	15
<b>PART III - APPLICATION OF STYLES</b>	
- Application of Communication Styles with Others.....	17
- How to Identify another Person's Style.....	18
- The Four Basic Styles Overview Chart.....	21
- How to Modify Your Responsiveness/Openness and Assertiveness/Directness.....	22
- Tension among the Styles.....	23
- How to Adapt to the Different Communication Styles.....	24
<b>PART IV - WHAT IS COMMUNICATION ADAPTABILITY?</b>	
- What Is Communication Adaptability?.....	28
- Your Adaptability Scores.....	29
- Question Breakdown.....	30
- Strengths, Struggles and Blind Spots.....	33
- Communication Styles Bibliography.....	34
- Disclaimer.....	35

# Introduction To Communication/Behavioral Styles

*"Do Unto Others As THEY Would Have You Do Unto Them"*

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Dear Sample,

Congratulations on completing your **Communication Styles 360° Plus Assessment**. Use this report to develop more of your natural strengths, while recognizing and improving your limitations. You can then focus more on your goals instead of your fears. It teaches you how to show more empathy with others, a valuable skill in today's 'Digital Age.' This report does not deal with values or judgments. It concentrates on natural tendencies that influence your behavior. Using your personalized assessment report will help you become a more productive and successful YOU.

**HOW TO USE THIS REPORT** - This report has four parts:

The **first part** presents your eGraph results. As you invite others to complete the observer assessment as they see your behaviors, more observer plot points will appear on your eGraph. The **second part** focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. All the behavioral descriptions in the left-hand columns are specifically from your self-perception of your style. All the behavioral descriptions in the right-hand columns are specifically from your observer perceptions of your style. The **third part** of this report focuses on how to use the **Communication Styles** concept with any of the four styles. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills? The **fourth part** of this report presents your adaptability scores - how you rate yourself and how others see you. Based on your adaptability scores, you have a clear path to improve your interpersonal impact on others.

## HISTORY OF THE FOUR COMMUNICATION STYLES

People have been fascinated with studying behavioral/communication styles for thousands of years. Starting with the early astrologers, theorists have sought to identify these behavioral styles. In ancient Greece in 400 BC, for example, the physician Hippocrates outlined four temperaments: Sanguine, Phlegmatic, Melancholic, and Choleric. In 1921, famed psychologist Carl Jung (the first to study personal styles scientifically) labeled people as Intuitors, Thinkers, Feelers, and Sensors. Since then, psychologists have produced dozens of models of behavioral differences, some with sixteen or more possible behavioral blends. Some teachers have drawn metaphors (as teaching aids) to birds, animals, or even colors. This four-style model has enabled superbly skilled communicators to respect the dignity of others and adapt successfully to them and their needs for win-win outcomes for centuries.

I was first introduced to behavioral styles from the pioneering work of Dr. David Merrill and Roger Reid in their book, **Personal Styles and Effective Performance**, in 1974 during my PhD dissertation. I decided to attend one of their workshops and was hooked on the concept. After earning my doctorate, I decided to further dig into the concept by doing research and writing and speaking on the subject. Through the years, I merged the DISC concept into my four-style model through my books, **People Smart** and **The Platinum Rule®**, co-authored in the 1980's and 1990's with Dr. Michael O'Connor, the then VP of R & D with Performax. Through the years, we have partnered with other four-style concepts such as Take Flight Learning and their Birds model, the Referral Network and their four-style Gems model, Integrity Solutions and their four-style model, etc. See the historical bibliography on page 34.

## PERCEPTIONS... WHAT DO THEY MEAN?

During your observer period, your observer assessment results are compiled. You can see the results plotted on your customized eGraph. How did your self-perception compare to your observers' perceptions? The perceptions of others 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 now have choices to modify your behaviors if and when needed. The most effective people know themselves, know the needs of the situation or relationship, and adapt their behaviors accordingly. The goal of this assessment is to help you become aware of the impact your behaviors have on others. Then, by practicing adaptability, you can enhance those relationships that otherwise have been strained.

## Introduction To Communication Styles

*"Do Unto Others As THEY Would Have You Do Unto Them"*

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### COMMUNICATION STYLES

Your behavioral/communication style focuses on patterns of external, observable behaviors using the scales of responsiveness/openness and assertiveness/directness 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 with others. As you read the descriptions of each style in Part III of your report, think about your new insights. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like telling people what you think or feel rather than keeping it to yourself. Then think about the people around you... what style do their behavioral tendencies reflect? The descriptions and adaptability guidelines in Part III will help you get on the same wavelength with each of the four behavioral styles. Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses.

### ADAPTABILITY

This report identifies ways you can apply your style strengths or modify your style weaknesses in order to meet the needs of any situation or relationship. This is called adaptability. Social scientists call it 'emotional intelligence.' In some cases, emotional intelligence can be even more important than IQ. No matter what you do -- doctor, lawyer, business professional, or in sales, service, high tech or blue collar -- your aptitude for relating to and connecting with others will take on more and more importance as a key to success today and in the future. The ultimate goal of this assessment is to enhance interpersonal chemistry and productive relationships. You do not have to change your personality, ideas, beliefs or values. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for effectively 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.

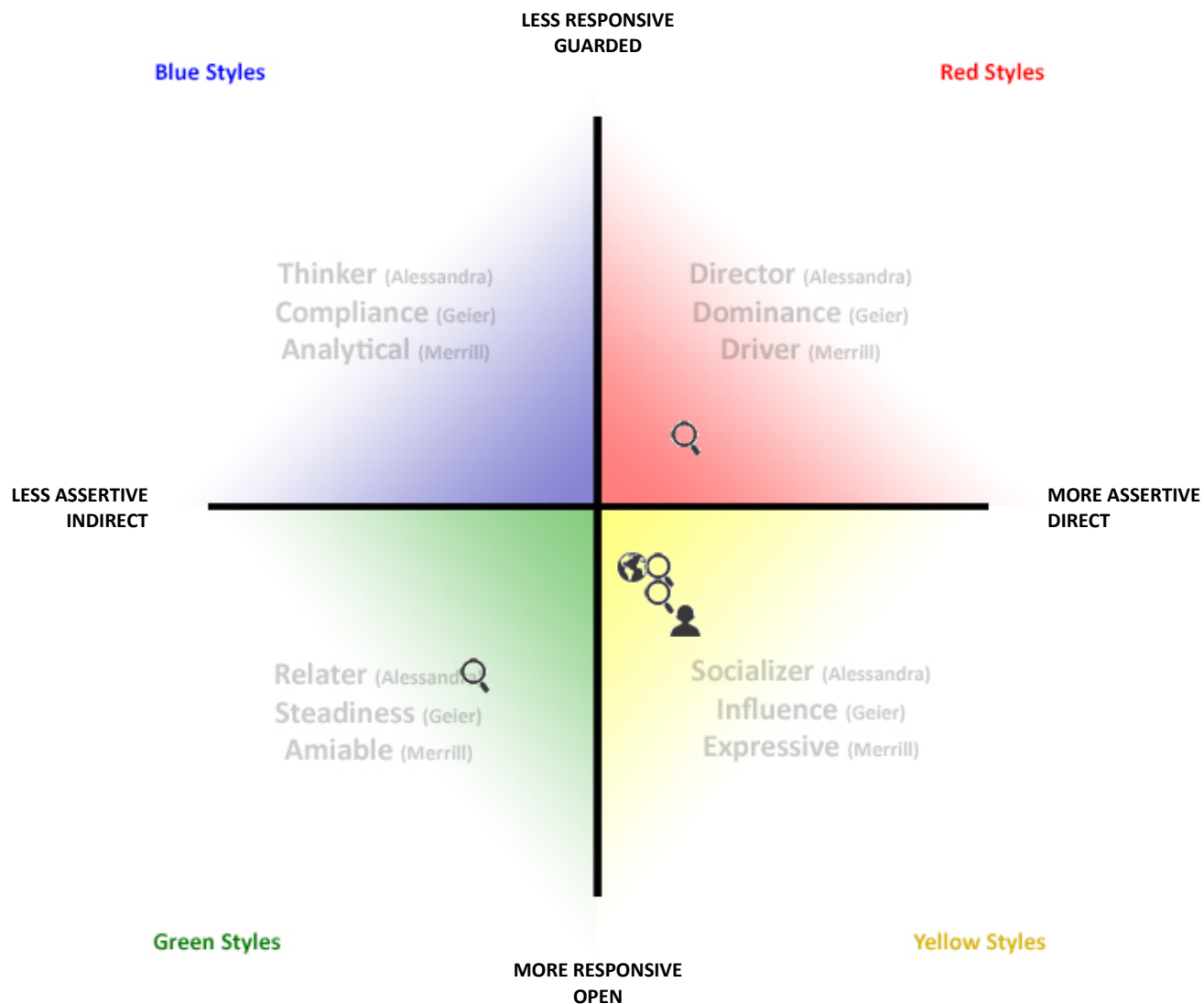
### HOW TO READ AND INTERPRET YOUR eGRAPH




When reviewing your personalized eGraph results, chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, your behaviors measured by this assessment are more easily observed by others than by you. 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.

If there is a large discrepancy between your self-perception and your observer perceptions, resist the temptation to dismiss their assessment of your behaviors. Instead, ask yourself about the implications of these differences. At the very least, the differences may provide you with some valuable insights. It is not uncommon 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 observer assessment period, it may change from time to time. At the end of your Observer period, 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.

## eGraph Results for Sample Report



SYMBOL	DESCRIPTION
	Self-assessment
	Observers
	Average of Observers (will only display if more than 3)

## Interpreting Your Observer Responses

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### Refer to a copy of your eGraph.

1. Take a look at the responses from your various 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. Are the various observer responses similar or different? What does this tell you?
5. Were your observer responses similar or different from your response? What does this mean to you?
6. Do most plots fall above or below the center horizontal line indicating that you use more responsive/open behaviors (Below: **Yellow** and **Green**) or less responsive/guarded behaviors (Above: **Red** and **Blue**)?
7. Do most of your plots fall to the right or left of the center vertical line indicating that you use more assertive/direct behaviors (Right: **Red** and **Yellow**) or less assertive/indirect behaviors (Left: **Green** and **Blue**)?
8. Choose one relationship you would like to improve. Determine the other person's style (See Part III of this report). Choose 2-3 simple behaviors from Part III that you can modify in your behavior to elicit a different, more positive response. Repeat this exercise, as needed, for other important people in your life.

## Part II

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The text below is based on your average of observers on page 5.

### BASED ON YOUR eGRAPH RESULTS...

The primary goal that motivates you 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.

#### COMPARED TO OTHER SIMILAR STYLES, YOU ARE MORE LIKELY TO:

- Want to achieve results with flair
- See winning as an all-or-nothing proposition
- Judge people by their ability to make things happen
- Work harder when bigger risks or rewards are at stake
- Prefer to share in work and goals with people
- Be concerned about looking bad
- Want to do things the "best" way
- Become restless, short-tempered, and even lash out when under pressure

#### YOUR GROWTH OPPORTUNITIES

##### ***With Tasks:***

You tend to underestimate the time and effort required by you or others to accomplish tasks. So you should pace yourself better and draw on outside resources. Be more selective about the tasks you take on and don't hesitate to ask others to do their parts.

##### ***With People:***

Your hard-driving approach means you tend to be impatient, especially when stressed or under the gun. If you blow off steam, you may later regret what was said or done because of its impact on your image. So learning to relax and to enjoy regular recreation is important for recharging your battery.

#### PERSONAL EMPOWERMENT POINTERS

- Pace yourself better by adding one-third to one-half the time to original estimates of when tasks can be done. Similarly, reduce by one-third to one-half the number of projects you take on.
- Maintain your perspective by seeking to be less emotional and intense about non-critical situations.
- Take a stress-management course and learn simple breathing exercises as a way to deal with pressure.



## Your Typical Behaviors

The descriptions below serve as a general overview of your typical behaviors. It provides a framework for understanding and reflecting on your results. All the typical behavior descriptions in the left-hand column are specifically from your self-perception of your style. All the typical behavior descriptions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Your Behaviors

- You are an idea person who has the ability to get others caught up in your dreams
- You are fast-paced and people-focused
- You influence others and shape your environment by bringing others into alliance to accomplish results
- In situations where the problem has been studied and the solution found, you excel at getting people to buy in quickly
- Your primary strengths are your enthusiasm, persuasiveness, and delightful sociability
- You have a natural charisma
- You dislike being alone
- Your walls may contain awards, stimulating posters or notes and motivational, personal slogans
- You have a naturally fun-loving personality
- You very much operate on intuition and gut feel

### Your observers view you as...

#### Your Behaviors

- In the business environment, you like other people to be risk-takers and to act quickly
- You are an idea person who has the ability to get others caught up in your dreams
- You walk in a way that reflects optimism and quick pace - lively and energetically
- You have great persuasive skills
- You tend to be very receptive to change
- As an inductive thinker, you naturally think first about the big picture, then of supporting details but, after seeing the broad overview, you prefer not to personally dwell on specifics
- You possess the valuable trait of personal warmth
- Your walls may contain awards, stimulating posters or notes and motivational, personal slogans
- Your primary strengths are your enthusiasm, persuasiveness, and delightful sociability
- You exhibit characteristics such as animation, intuitiveness, and liveliness





## Your Motivators

What motivates you? Everybody is motivated. However, people are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be most productive. All the motivator descriptions in the left-hand column are specifically from your self-perception of your style. All the motivator descriptions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Your Motivators

- You love an audience - you thrive on involvement with people
- You are motivated to work toward known, specific, quickly attainable incentives
- You prefer work environments that allow you to stroll around the office talking to nearly everyone, from the custodian to the boss along the way, calling them by their first names
- You seek approval and recognition for your accomplishments and achievements
- Working in an environment where you get plenty of visibility and recognition
- You are stimulated by the positive response you elicit from others - applause, laughter, compliments, or other acknowledgments
- You seek people-oriented, high visibility professions to fill your innate needs for inclusion by others, popularity, social recognition, and (probably) freedom from a lot of detail

### Your observers view you as...

#### Your Motivators

- You seek companionship and social recognition, so your contributions to group morale often satisfy these needs
- You love motivating books, tapes, and speeches - "pick-me-ups" that recharge your batteries and help you overcome obstacles
- You prefer work environments that allow you to stroll around the office talking to nearly everyone, from the custodian to the boss along the way, calling them by their first names
- Working in an environment where you get plenty of visibility and recognition
- You seek stimulating environments that are friendly and favorable to them
- You seek approval and recognition for your accomplishments and achievements
- You seek people-oriented, high visibility professions to fill your innate needs for inclusion by others, popularity, social recognition, and (probably) freedom from a lot of detail



## Your Growth Opportunities

Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of their strengths which may become a weakness. For example, a **red style's** assertiveness/directness may be a strength in certain environments, but when overextended they may tend to become bossy. All the Growth Opportunities in the left-hand column are specifically from your self-perception of your style. All the Growth Opportunities in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Your Growth Opportunities

- You need to spend more time checking, verifying, specifying and organizing
- You can benefit from controlling your emotional responses and your tendency to wear your heart on your sleeve
- You need to place a greater emphasis on your sense of self-worth and self-esteem as you often seek approval from others
- You need to follow through more often
- You tend to become easily bored by repetitive routines and complexities
- When a little data comes in, you need to stop making sweeping generalizations
- You would benefit from being more inner-directed rather than letting the reactions of other people determine so many of your choices in life
- You need to develop more of a task-focus
- Become more susceptible to risk-taking when pressured by others to take chances; if you haven't fully considered the ramifications, you may regret your impulsiveness after it's too late
- You can sometimes be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation

### Your observers view you as...

#### Your Growth Opportunities

- You can benefit from controlling your emotional responses and your tendency to wear your heart on your sleeve
- You may have so many things going that you may forget to finish tasks by a deadline or you procrastinate until the last minute because of your multiple priorities
- You need to place a greater emphasis on your sense of self-worth and self-esteem as you often seek approval from others
- You need to develop more of a task-focus
- You need to follow through more often
- You need to develop a more objective mindset
- When a little data comes in, you need to stop making sweeping generalizations
- You tend to become easily bored by repetitive routines and complexities
- Do not allow a loss of recognition, especially from significant people and groups in your life, to become a personal disaster for you and trigger varying levels of humiliation and feelings of worthlessness
- You need to strive for congruency between what you value and what you think you need



## Your Business Behaviors on the Job

You are likely to display your work strengths rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. They provide useful insights as you work in a job or as you work with others on a team project. They are the talents and tendencies you bring to your job. All the Business Behaviors in the left-hand column are specifically from your self-perception of your style. All the Business Behaviors in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Your Business Behaviors

- You like the feeling of being a key part of an exciting team
- You like to brainstorm and interact with colleagues and others
- You like to work with others
- You like to mingle with all levels of associates and call them by their first names
- You are open to verbal or demonstrated guidance for transferring ideas into action
- You need immediate feedback to get or stay on course

### Your observers view you as...

#### Your Business Behaviors

- You like to work with others
- You need immediate feedback to get or stay on course
- You like to have the chance to influence or motivate others
- You like the feeling of being a key part of an exciting team
- You want to be included by others in important projects, activities, or events
- You like to mingle with all levels of associates and call them by their first names



## Your Business Behavior Suggestions for You and Others Working with You

Once you understand your business behaviors at work, you can work on enhancing them. Following are suggestions for you and others to help you be even more effective at work. All the Business Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Business Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Suggestions to be More Effective at Work

- Improve your follow-through efforts
- Use a simple calendar or reminder system to keep track of your commitments, appointments, and deadlines. Remember that most tasks will take more time than you think is necessary
- Check to make sure you are on course with your commitments
- Avoid relying too heavily upon your feelings and emotions. Focus on the results you desire and do not sacrifice productivity in order to please everyone
- Avoid exaggeration and hyperbole; be realistic in your work-related comments

#### Suggestions For Others Working With You

- Tolerate digressions; do not hurry a discussion
- Be upbeat, stimulating, and fast-paced
- Support your opinions, ideas, and dreams when possible
- Don't argue, if possible - you will seldom win
- Explain how action can enhance their image and visibility

### Your observers view you as...

#### Suggestions to be More Effective at Work

- Write things down and work from a list, so you will know what to do when
- Write things down; do not rely on your memory for important facts and details
- Improve your follow-through efforts
- Use a simple calendar or reminder system to keep track of your commitments, appointments, and deadlines. Remember that most tasks will take more time than you think is necessary
- Whenever possible, delegate the more detailed tasks that you are not comfortable doing, being sure to specify exactly what you want done and the time you need it and setting up a process to monitor the progress on the projects you have delegated

#### Suggestions For Others Working With You

- Spare them the details
- Be enthusiastic, spontaneous, and casual
- Tolerate digressions; do not hurry a discussion
- Support your opinions, ideas, and dreams when possible
- Don't argue, if possible - you will seldom win



## Your Typical Social Behaviors

You are likely to display your social strengths rather consistently. For the most part, these qualities tend to provide useful insights and enhance your effectiveness when dealing with colleagues, friends and family outside of the work environment. They are the skills you exhibit in the social arena. All the Social Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Social Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Your Social Behaviors

- You are reluctant to fight or confront stressful people or situations
- You will discuss most subjects, regardless of how distant or casual your relationship
- You enjoy bouncing ideas off others
- You prefer fun people with different interests
- You are naturally warm, expressive and enthusiastic
- You like to share the moment with others

### Your observers view you as...

#### Your Social Behaviors

- You will discuss most subjects, regardless of how distant or casual your relationship
- You fear public humiliation
- You prefer to ignore stressors
- You prefer fun people with different interests
- You naturally discuss emotions with others
- You seek higher visibility positions: host, emcee, social director, etc.



## Your Social Behavior Suggestions for You and Others Working with You

Once you understand your social behaviors with others, you can work on enhancing them. Following are suggestions for you and others to help you be even more effective socially. All the Social Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Social Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Suggestions to be More Effective Socially

- Focus more on substance, less on form
- Speak less and listen more
- Stick to the subject
- Stick to the subject!
- Avoid procrastination
- Realize you cannot please everyone
- Focus on facts as well as feelings
- Follow tasks through to completion

#### Suggestions For Your Friends

- Respond openly and congenially
- Suggest different opinions, ideas, and actions by offering them as desirable gifts
- Focus on a positive, upbeat, warm approach
- Give them your attention, time and presence
- Do not require a lot of difficult, follow-up, detail work or longer term commitments from them

### Your observers view you as...

#### Suggestions to be More Effective Socially

- Stick to the subject!
- Talk less and listen more
- Work at following through to completion
- Speak less and listen more
- Stick to the subject
- Avoid procrastination
- Fulfill social obligations responsibly and on time
- Follow tasks through to completion

#### Suggestions For Your Friends

- Listen to your personal feelings and experiences
- Focus on a positive, upbeat, warm approach
- Focus on how glad you are when they succeed
- Make suggestions that allow them to look good
- Avoid negative or messy problem discussions



## Typical Behaviors and Needs Under Stress

When tension is high, your style tends to manifest symptoms of behavioral stress, often called "back-up" behavior. Often immature, this behavior results from a need to reduce tension immediately. In dealing with your own stress and with others under stress, you can reduce stress by providing what you and they most need. All the Stress Behaviors and Suggestions in the left-hand column are specifically from your self-perception of your style. All the Stress Behaviors and Suggestions in the right-hand column are specifically from your observer perceptions of your style.

### You view yourself as...

#### Under Stress You May Appear

- Unrealistic
- Superficial
- Overeager
- Manipulative
- Inconsistent

#### Under Stress You Need

- A quick pace for stimulation and excitement
- Action and interaction
- Recognition for your work (and worth)

#### Strategies to Reduce Conflict and Increase Harmony With Others

- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will or won't do.
- Recognize that you can never resolve a conflict by avoiding it. State your feelings and clarify your expectations. Be sure, of course, to listen attentively to the responses of others.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get specific commitments.

### Your observers view you as...

#### Under Stress You May Appear

- Overeager
- Inconsistent
- Wasteful of time
- Manipulative
- Unrealistic

#### Under Stress You Need

- Action and interaction
- A quick pace for stimulation and excitement
- Recognition for your work (and worth)

#### Strategies to Reduce Conflict and Increase Harmony With Others

- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get specific commitments.
- Recognize that you can never resolve a conflict by avoiding it. State your feelings and clarify your expectations. Be sure, of course, to listen attentively to the responses of others.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will or won't do.



## Typical Behaviors and Needs Under Stress (continued)

### You view yourself as...

#### Your Typical Behaviors in Conflict

- Your anger is generally a response to a personal attack on you or possibly the failure of someone to support you when you were really counting on that person's support. Of course, you may interpret a comment referencing a task-related problem as a personal attack, especially if it concerns your involvement in the problem.
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal (or possibly even physical) attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- You are quite uncomfortable with conflict, aggression and anger. You do whatever they can to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, this tactic is rarely successful.

### Your observers view you as...

#### Your Typical Behaviors in Conflict

- You are quite uncomfortable with conflict, aggression and anger. You do whatever they can to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, this tactic is rarely successful.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.
- Your anger is generally a response to a personal attack on you or possibly the failure of someone to support you when you were really counting on that person's support. Of course, you may interpret a comment referencing a task-related problem as a personal attack, especially if it concerns your involvement in the problem.



## Part III

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### Application of Communication Styles with Others

Understanding your own behavioral/communication style and natural tendencies are just the first steps 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 is what Part III of this report is all about.

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

#### This application section includes:

- How To Identify Another Person's Communication Style
- The Four Basic Styles Overview
- How to Modify Your Responsiveness/Openness and Assertiveness/Directness
- Tension Among The Styles
- How To Adapt To The Different Communication 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 Communication Style** section. You can read about their style and preferences in **The Four Basic Styles Overview**.

Once you know their style and preferences, you can use the **How to Modify Your Responsiveness/Openness and Assertiveness/Directness** section to adjust in these areas when relating to this person. You will be amazed at the difference.

To understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section. Being aware that the differences in preference in pace and priority, and modifying accordingly, can make a big difference. Finally, the last section, **How to Adapt to the Different Communication Styles**, will give you suggestions when dealing with each of the four basic styles.

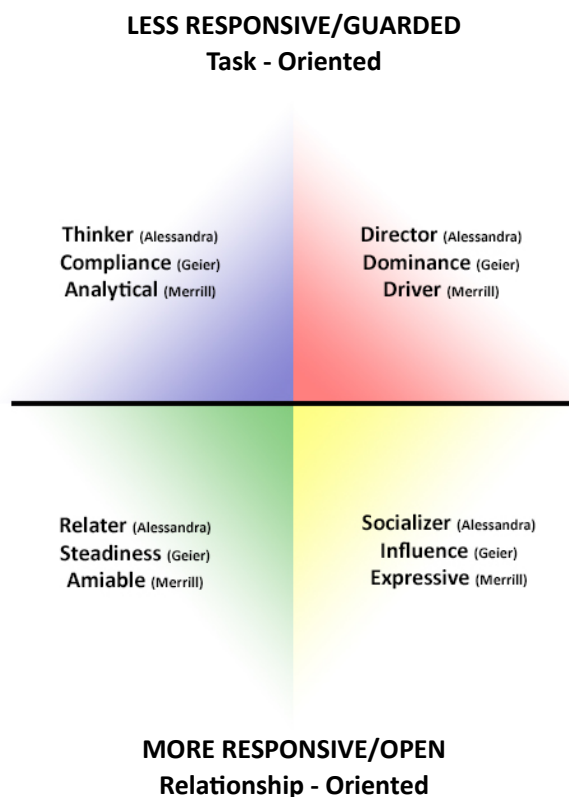
## How To Identify Another Person's Communication Style

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 - **responsiveness/openness and assertiveness/directness**. How responsive/open is the person and how assertive/direct is the person?

### RESPONSIVENESS/OPENNESS (Willingness to share feelings, thoughts, opinions):

#### Less Responsive/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

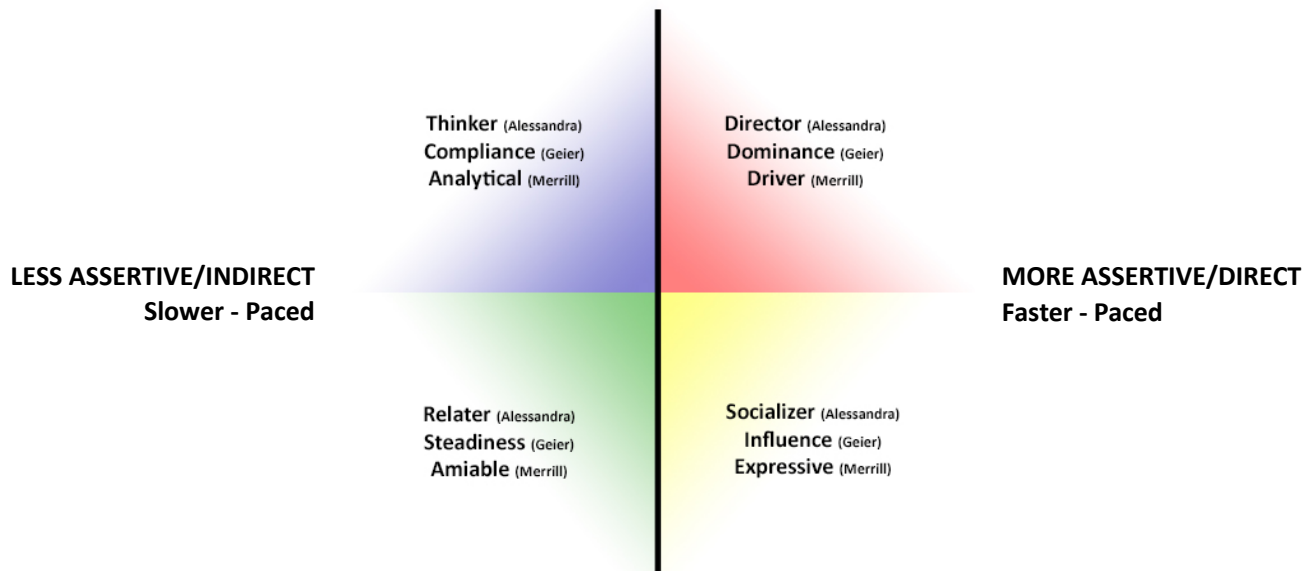


#### More Responsive/Open Behaviors

- 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

## How To Identify Another Person's Style

### ASSERTIVENESS/DIRECTNESS (Measure of a person's natural pace):



#### Less Assertive/Indirect Behaviors

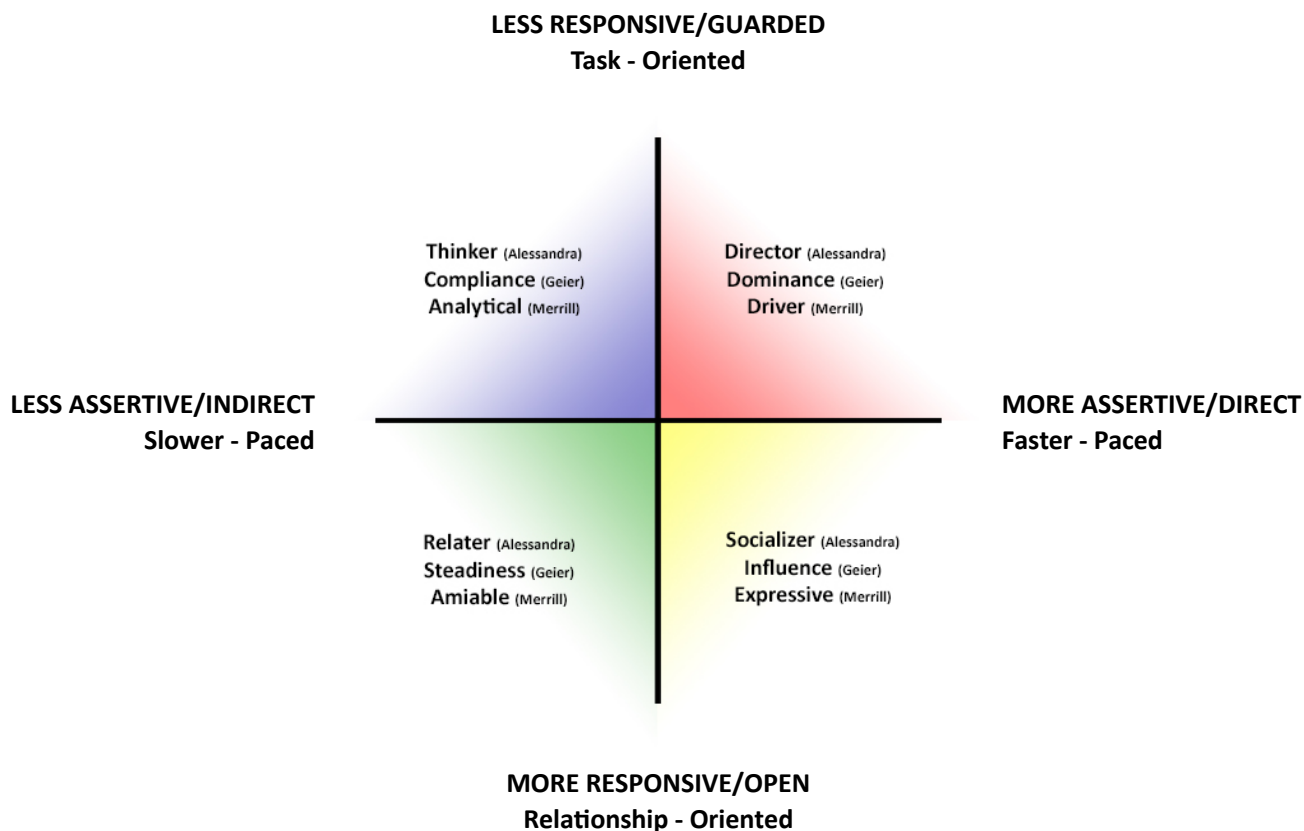
- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

#### More Assertive/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

## How To Identify Another Person's Style

### THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit less responsive/guarded and more assertive/direct behaviors are **red styles**. People who are both more assertive/direct and more responsive/open are **yellow styles**. People who exhibit more responsive/open and less assertive/indirect behaviors are **green styles**. Finally, less assertive/indirect and less responsive/guarded people are **blue styles**.

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

1. Are they more assertive/direct and fast-paced or less assertive/indirect and slower-paced?
2. Are they less responsive/guarded and task-oriented or more responsive/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.

	<b>Director</b> <b>Dominance</b> <b>Driver</b> <b>Eagle</b>		<b>Socializer</b> <b>Influence</b> <b>Expressive</b> <b>Parrot</b>		<b>Relater</b> <b>Steadiness</b> <b>Amiable</b> <b>Dove</b>		<b>Thinker</b> <b>Compliance</b> <b>Analytical</b> <b>Owl</b>
<b>PACE</b>	Faster/Decisive		Faster/Spontaneous		Slower/Relaxed		Slower/Systematic
<b>PRIORITY</b>	Challenges		Attention		Relationships		Correctness
<b>SEEKS</b>	Productivity Control		Participation Applause		Acceptance Status Quo		Data And Proof Precision
<b>STRENGTHS</b>	Administration Leadership Problem Solver		Persuasive Motivator Optimistic		Good Listener Team Player Loyalty		Critical Thinker Accuracy Planning
<b>STRUGGLES</b>	Impatient Lacks Tact Poor Listener		Inattentive To Detail Short Attention Span Impulsive		Oversensitive Resists Change Slow To Act		Perfectionist Critical Unresponsive
<b>FEARS</b>	Being Taken Advantage Of		Loss Of Social Recognition		Little Time To Adjust To Change		Personal Criticism Of Their Work Efforts
<b>CONVERSATIONS</b>	Short, Fast, Abrupt		Spontaneous, Upbeat		Supportive, Friendly		Systematic, Nonverbal
<b>UNDER STRESS MAY BECOME</b>	Demanding Aggressive		Excitable Disorganized		Submissive Indecisive		Withdrawn Critical
<b>PLANNING</b>	Achieving The Plan		Promoting The Plan		Implementing The Plan		Structuring The Plan
<b>VOICE</b>	Strong, Clear Confident		Animated, Friendly, Much Inflection		Soft, Lower Volume, Warm		Monotone, Quiet, Precise
<b>WORKPLACE</b>	Efficient Stacks Of Papers Plaques & Awards		Messy Desk Photos & Sayings Many Post-Its		Comfortable Family Photos Team Awards		Stark & Structured Wall Charts/Calendar Latest Technology

## How To Modify Your Responsiveness/Openness and Assertiveness/Directness

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In some interpersonal situations, you will only be able to identify another person's assertiveness/directness or responsiveness/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 responsiveness/openness or assertiveness/directness before looking at specific guidelines for being more adaptable with each of the four styles.

### TO INCREASE ASSERTIVENESS/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 DECREASE ASSERTIVENESS/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 INCREASE RESPONSIVENESS/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 RESPONSIVENESS/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

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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.

Notice that the **red styles** and **yellow styles** tend to prefer a faster pace; the **green styles** and **blue styles** 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 relationships with the **red styles** and **yellow styles**. Both are relatively fast-paced behavioral types. Yet the **yellow styles** place more emphasis on people than on tasks, while the **red styles** tend 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 **yellow styles** do better with the **green styles**. These two will still be getting to know each other while the **blue styles** and **red styles** are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the **yellow styles** and **green styles** interaction when these two finally do get around to the tasks at hand. The **yellow styles** usually prefers fast action, whereas the **green styles** want to take a slower and steady approach.

Consider the goal/task-oriented team of the **red styles** and **blue styles** (another example of pace-based tension). The faster-paced **red styles** like to make quick decisions. The slower-paced **blue styles** get uptight when having to make decisions without an opportunity to fully analyze 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 their 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 **red styles** and **green styles** relationship, as well as in the **yellow styles** and **blue styles** relationship.

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

The same applies to the **yellow styles** and **blue styles** relationship. Adjust 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.

- **Red Styles** - Director, Dominance, Driver
- **Yellow Styles** - Socializer, Influence, Expressive
- **Green Styles** - Relater, Steadiness, Amiable
- **Blue Styles** - Thinker, Compliance, Analytical

## How To Adapt To The **Red Styles**

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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 **red 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 **red styles** have their say because they are not the type who will take a back seat to others.

With the **red styles**, 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 **Red 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 responsiveness 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



## How To Adapt To The **Yellow Styles**

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The **yellow 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. **Yellow styles** 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 **yellow 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 **Yellow Styles**:**

- Show that you're interested in them, let them talk, and allow your 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 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

## How To Adapt To The Green Styles

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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. **Green styles** 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 **green styles** 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 **green styles**, 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
- Accept credit and praise, when appropriate

### Sales and Service Strategies with Green Styles:

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly (but professional) manner.
- 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

## How To Adapt To The Blue Styles

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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 **yellow styles**, it is not a prerequisite. Support the **blue 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 **blue styles** to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed legwork for the group. If appropriate, set guidelines and exact deadlines. The **blue styles** like to be complimented on their brainpower, so recognize their contributions accordingly.

With the **blue 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 every minor detail

### Sales and Service Strategies with Blue Styles:

- Prepare, so that you can answer as many of their questions accurately
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- 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 hasty decisions
- Tell them both the pros and cons of 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

## PART IV - What Is Communication Adaptability?

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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 is something applied more to yourself (to your patterns, attitudes and habits) than to others. The concept of adaptability, as developed by Dr. Michael O'Connor, the co-author of The Platinum Rule® (Warner Books, August 1996), is a two-part process. It combines Flexibility with Versatility. Flexibility is your willingness to adapt. It's your attitude. Versatility is your ability to adapt. It's your aptitude.

### The First Half of the High Adaptability Formula - Flexibility

#### The Five Positive Traits that Enhance Flexibility are:

1. **Confidence** means that you believe in yourself, you trust your own judgment and resourcefulness.
2. **Tolerance** means you are open to accepting opinions and practices that are different from your own.
3. **Empathy** results in feeling the pain, or the joy, of the other person. It comes from the heart.
4. **Positiveness** - a positive attitude leads to positive events in your life.
5. **Respect for Others** is the sincere desire to understand and consider other people's choices, commitments and needs in relation to yours.

#### The Five Negative Traits that Undermine Flexibility are:

1. **Rigidity**--"It's my way or the highway"
2. **Competition With Others**--"I'm smarter, prettier, etc., than you"
3. **Discontent**--"No, I don't like it this way. Why can't we..."
4. **Being Unapproachable**--"Don't bother me unless it's worth my time and you agree with me"
5. **Difficulty With Ambiguity** --"Let's nail this down right now"

### The Second Half of the High Adaptability Formula - Versatility

#### The Five Positive Traits that Enhance Versatility are:

1. **Resilience** means knowing how to overcome setbacks, barriers and limited resources.
2. **Vision** is the power to imagine, to be creative, and to suggest alternatives.
3. **Attentiveness** means being aware of all the elements in the environment. It means paying attention to more than your own needs.
4. **Competence** begins with a problem-solving ability and having a can-do attitude and following through.
5. **Self-Correction** means you are able to see when you've developed a non-productive pattern in your behavior and being able to try something different."

#### The Five Negative Traits that Undermine Versatility are:

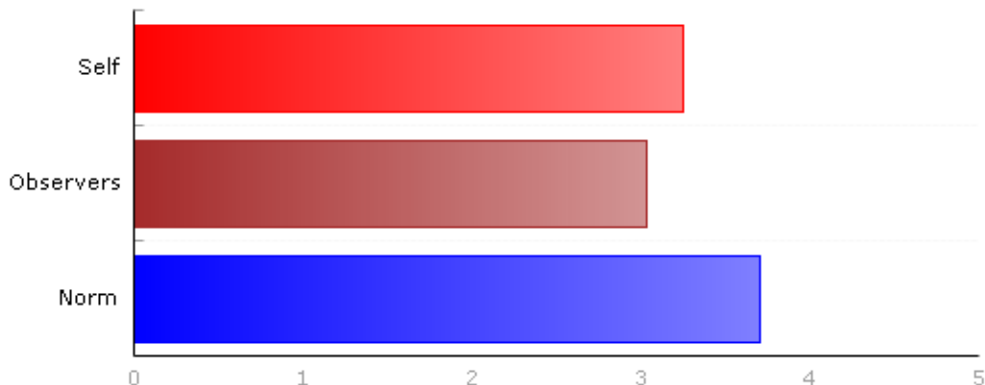
1. **Subjectiveness** --"This is the way it looks to ME"
2. **Bluntness** --"That's a stupid idea!"
3. **Resistance** --"This is the way we've always done it"
4. **Single-mindedness** --"It's my goal and nothing else matters"
5. **Unreasonable Risk-Taking** --"I'm going to jump, won't you come with me?"

Developing your adaptability - your flexibility and versatility - allows you to understand how different types of people would like to be treated. It does not mean imitating their behavior. It does mean adjusting your behavior to be more in line with the other person's preferences. Adaptable people meet the other person's needs as well as their own. They know how to negotiate relationships in a way that allows everyone to win. With adaptability, you are practicing The Platinum Rule® - Treating others as they want and need to be treated.

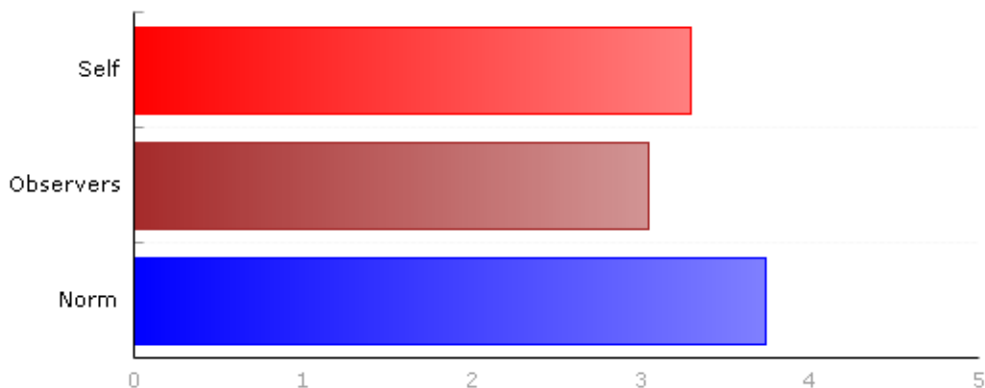
## Your Adaptability Scores

1. Your overall adaptability score comprised of all 20 questions measuring the 5 positive and 5 negative **flexibility** and **versatility** traits.
2. Your overall flexibility score comprised of all 10 questions measuring the 5 positive and 5 negative **flexibility** traits.
3. Your overall versatility score comprised of all 10 questions measuring the 5 positive and 5 negative **versatility** traits.

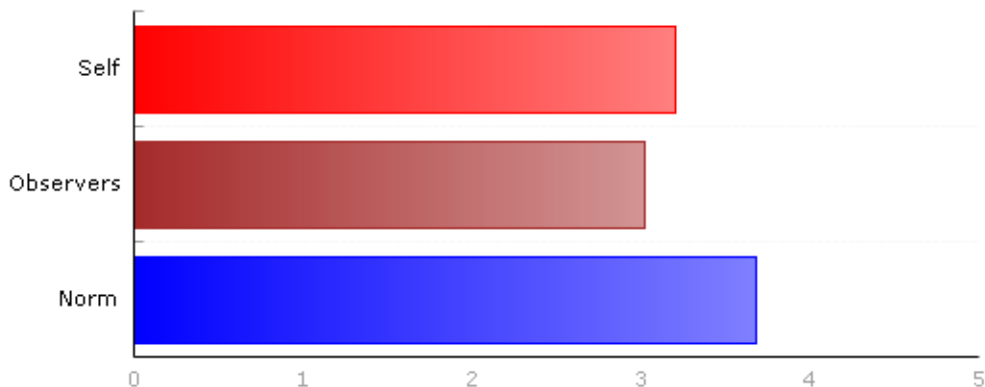
### Overall Adaptability



### Overall Flexibility



### Overall Versatility



## Question Breakdown

Below are your results from the 20 adaptability questions included in this Communication Styles Assessment. They are divided into the four major categories - the five positive flexibility traits, the five negative flexibility traits, the five positive versatility traits and the five negative versatility traits.

The question breakdown table provides your personal scores, the average scores of your observers and the norm, or average, personal scores of all people who have taken this assessment. The difference (variance) between your score and the average of your observer scores appears in the last column (under Your Scores) for each question.

A **minus (-)** difference score indicates that you see yourself as more effective than the average of all of your observers.

Questions	Category	# of responses	Average within category
<b>Negative Flexibility</b>			
19. Rigidity: I admit when I have made a mistake.	Self	1	2.00
	Observers	4	2.50
	Variance		0.50
	Norm		3.83
20. Competition with others: I do not believe that winning is everything - THE most important outcome.	Self	1	4.00
	Observers	4	2.00
	Variance		-2.00
	Norm		3.47
21. Discontent: I have a 'cup half full' perspective.	Self	1	2.00
	Observers	4	3.25
	Variance		1.25
	Norm		3.81
22. Being unapproachable: I don't mind being bothered by others, even if it's not important.	Self	1	5.00
	Observers	4	4.25
	Variance		-0.75
	Norm		3.11
23. Having difficulty in dealing with ambiguity: I don't mind dealing with the unfamiliar or different.	Self	1	4.00
	Observers	4	3.00
	Variance		-1.00
	Norm		3.64

Questions	Category	# of responses	Average within category
<b>Positive Flexibility</b>			
24. Confidence: I receive negative feedback without it affecting my self-esteem.	Self	1	3.00
	Observers	4	2.75
	Variance		-0.25
	Norm		3.31
25. Tolerance: I am comfortable with the opinions and practices of others that are different from my own.	Self	1	2.00
	Observers	4	3.00
	Variance		1.00
	Norm		4.08
26. Empathy: I easily identify with the feelings and experiences of others.	Self	1	4.00
	Observers	4	3.75
	Variance		-0.25
	Norm		3.94
27. Positivity: I view myself as a positive influence on the people around me.	Self	1	5.00
	Observers	4	3.25
	Variance		-1.75
	Norm		4.22
28. Respecting Others: I regularly consider the opinions, wants and needs of others.	Self	1	2.00
	Observers	4	2.75
	Variance		0.75
	Norm		3.89
Questions	Category	# of responses	Average within category
<b>Negative Versatility</b>			
29. Subjectiveness: I see things from all perspectives, mine and others' points-of-view.	Self	1	3.00
	Observers	4	3.00
	Variance		0.00
	Norm		3.58
30. Bluntness: I am sensitive in not being overly assertive in expressing my own opinions and beliefs.	Self	1	4.00
	Observers	4	2.50
	Variance		-1.50
	Norm		2.08
31. Resistance: I welcome suggestions that come from others, even if they are different from my own.	Self	1	1.00
	Observers	4	3.50
	Variance		2.50
	Norm		3.92
32. Single-Mindedness: I listen to others when concentrating or focusing on a goal.	Self	1	3.00
	Observers	4	3.75
	Variance		0.75
	Norm		3.44
33. Unreasonable Risk Taking: I try hard not to overestimate my likelihood for success when pursuing a goal.	Self	1	5.00
	Observers	4	3.25
	Variance		-1.75
	Norm		3.44

Questions	Category	# of responses	Average within category
<b>Positive Versatility</b>			
34. Resilience: I quickly bounce back from setbacks, or barriers, or limited resources.	Self	1	3.00
	Observers	4	3.00
	Variance		0.00
	Norm		4.19
35. Vision: I easily imagine new and creative alternatives to common problems.	Self	1	4.00
	Observers	4	4.00
	Variance		0.00
	Norm		3.75
36. Attentiveness: I notice the verbal and non-verbal behaviors of others.	Self	1	5.00
	Observers	4	2.50
	Variance		-2.50
	Norm		4.22
37. Competence: I am considered knowledgeable and skilled by others I work with.	Self	1	3.00
	Observers	4	2.75
	Variance		-0.25
	Norm		4.17
38. Self-Correction: I do not become discouraged by my own mistakes but learn from them.	Self	1	1.00
	Observers	4	2.00
	Variance		1.00
	Norm		3.97



## Strengths, Struggles and Blind Spots

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**Strengths** - The strengths area gives you a snapshot of what your observers feel are your greatest strengths. Below are listed the five questions with the highest combined average scores of only your observers. These are listed with the highest ranking area first. **NOTE:** The higher the average observers score (4.00 or higher), the more likely your observers *disagree* with that statement...thereby turning that negative statement into a positive behavior...even a strength.

**Struggles** - The struggles areas gives you a snapshot of areas where your observers feel you may need additional improvement. Below are listed the five questions with the lowest combined average scores of only your observers. These are listed with the lowest ranking area first.

**Blind Spots** - Blind Spots are the five questions with the greatest absolute discrepancy - positive or negative -between how you rated yourself and how your observers rated you. These are listed with the highest discrepancy ranking first. We recommend that you basically "let-it-be" if you have a "negative" blind spot that does not have a negative impact on your job performance or quality of life. If it does have an impact, then you should take action to address it. The best way to be sure about its impact is by asking people you trust for their opinions and suggestions regarding the blind spot in question.

### Top 5 Strengths

22. I don't mind being bothered by others, even if it's not important.	4.25
35. I easily imagine new and creative alternatives to common problems.	4.00
26. I easily identify with the feelings and experiences of others.	3.75
32. I listen to others when concentrating or focusing on a goal.	3.75
31. I welcome suggestions that come from others, even if they are different from my own.	3.50

### Top 5 Struggles

20. I do not believe that winning is everything - THE most important outcome.	2.00
38. I do not become discouraged by my own mistakes but learn from them.	2.00
19. I admit when I have made a mistake.	2.50
30. I am sensitive in not being overly assertive in expressing my own opinions and beliefs.	2.50
36. I notice the verbal and non-verbal behaviors of others.	2.50

### Top 5 Blind Spots

31. I welcome suggestions that come from others, even if they are different from my own.	+2.50
36. I notice the verbal and non-verbal behaviors of others.	-2.50
20. I do not believe that winning is everything - THE most important outcome.	-2.00
27. I view myself as a positive influence on the people around me.	-1.75
33. I try hard not to overestimate my likelihood for success when pursuing a goal.	-1.75

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