

# MIND THE MATTERS

## BREAKTHROUGH TO THE MOMENTS THAT MATTER!



**Personalized Report for: Ashley Wexler**  
4/22/2014

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# Introduction



Dear Ashley,

Congratulations on completing the **MIND The Matters™** Behavioral Style Assessment. Using your personalized and comprehensive assessment will help you become a better, more productive and successful you. It teaches you how to show more empathy with others, a valuable skill in today's 'Conceptual Age.' You learn how to develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. You can then focus more on your goals instead of your fears. 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

This report is divided into three parts. The first part presents your eGraph results. As you invite others to complete the observer assessment, as they see you, more and more 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. **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 **MIND The Matters™** 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 styles. This last section is the all important successful application of this concept in all of your interpersonal relationships. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

## PERCEPTIONS... WHAT DO THEY MEAN?

During your 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 **MIND The Matters™** 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.

# Introduction



How did your self-perception compare to your observers' perceptions? 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 know themselves, know the needs or demands of the situation or relationship, and adapt their behaviors to meet those needs. 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 strained. 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.

## BEHAVIORAL STYLES

Both historical and contemporary research reveal more than a dozen models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. **MIND The Matters™** 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 in Part III of your report, 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 descriptions and adaptability guidelines in Part III 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.

## 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 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. No matter what you do -- doctor, lawyer, business professional, in sales, service, high tech or blue collar -- The 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.

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.

# Introduction



## THE ULTIMATE GOAL OF MIND THE MATTERS™...

is personal 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 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.

## HOW TO READ AND INTERPRET YOUR eGRAPH

On page 6 you will find 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, the behaviors we're measuring 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.

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 Observer period, it may change from time to time. At the end of the 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.

## INTERPRETING YOUR eGRAPH

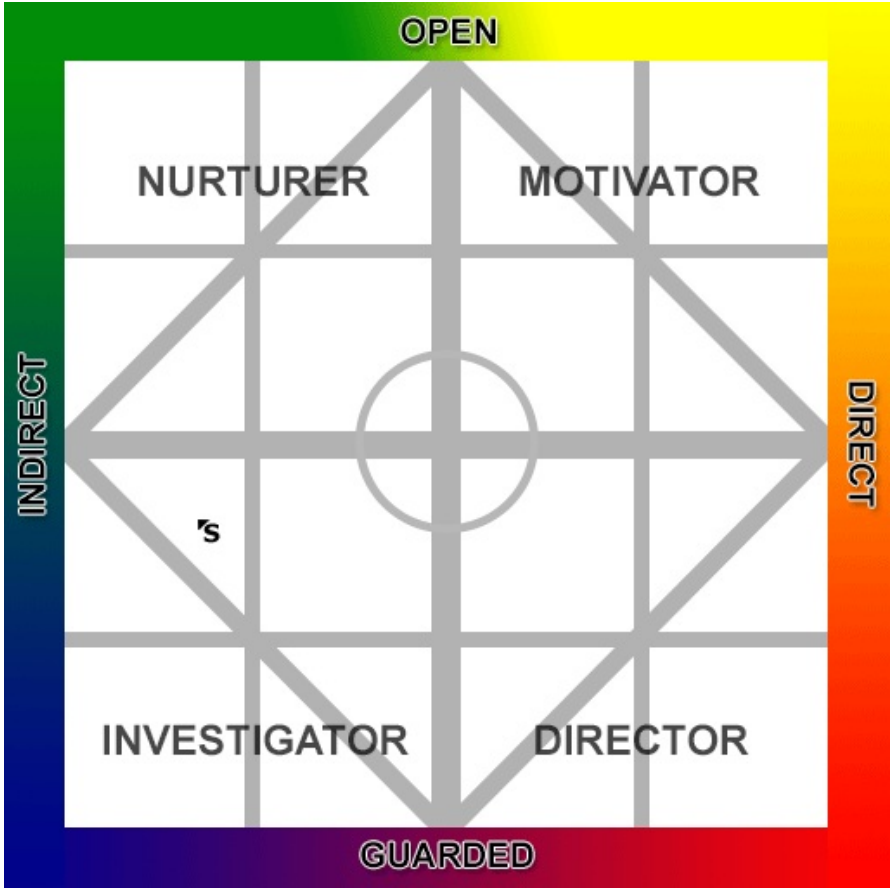
Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions 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.

# eGraph Results



for Ashley Wexler



SYMBOL	DESCRIPTION
<b>s</b>	Self-assessment
■	Observers who know you in this setting: Personal (Social & Family)
<b>r<sub>A</sub></b>	Average of Observers in this setting: Personal (Social & Family) (will only display if more than 3 observers)
▲	Observers who know you in this setting: Co-Workers
<b>r<sub>B</sub></b>	Average of Observers in this setting: Co-Workers (will only display if more than 3 observers)
■	Observers who know you in this setting: Customers/Clients
<b>r<sub>C</sub></b>	Average of Observers in this setting: Customers/Clients (will only display if more than 3 observers)
◆	Observers who know you in this setting: Colleagues
<b>r<sub>D</sub></b>	Average of Observers in this setting: Colleagues (will only display if more than 3 observers)

# Interpreting Observer Responses



Refer to a copy of your eGraph on page 6.

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 of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Motivator and Nurturer) or mostly guarded behaviors (Below: Director and Investigator)?
7. 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 Motivator) or mostly indirect behaviors (Left: Nurturer and Investigator)?
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 - The Investigator Style and Increasing Your Effectiveness**



The primary goal that motivates you 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 organizations that involve highly specialized and focused work. Although you are not opposed to change, you want to be sure the change is attainable and will result in the desired improvement.

### **COMPARED TO OTHER INVESTIGATORS, YOU ARE MORE LIKELY TO:**

- Follow established expectations and rules
- Prefer to have control over procedures
- Attend precisely to details and follow-through
- Dislike opposition, hostility, and adversity
- Desire stability and clarity
- Be restrained, face-saving and risk-averse
- Work comfortably in administrative or supporting roles
- Become more reserved and indirect; even secretive and highly judgmental when under pressure

### **YOUR GROWTH OPPORTUNITIES**

#### *With Tasks:*

You're continually on the lookout for ideal solutions, so you may miss the less-than-perfect opportunity. Or, you may overlook the cumulative worth of piecemeal progress. You would benefit by developing more realistic expectations. For example, you should learn to manage risk and contingencies rather than avoiding them altogether, and get more comfortable with "trade-offs" when making decisions.

#### *With People:*

Uncomfortable with in-depth involvement with people, you may need to work at building and using better social skills. You could benefit, for instance, by collaborating more and by being open and honest in expressing your thoughts. As those skills improve, so will your comfort with and enjoyment of differing types of people. That, in turn, can bolster your self-esteem.

### **PERSONAL EMPOWERMENT POINTERS**

- Learn to adjust to less-than-perfect alternatives if they're available and workable.
- Be more open and forthright in expressing your thoughts.
- Be more genuinely open to people different from yourself. Identify at least one or two new growth goals each year that involve improving your adaptability.



## **PART II - The Investigator Style and Increasing Your Effectiveness**



### **Here are Some of Your Typical Behaviors:**

- You are a resourceful individual who looks at life in multiple ways, many of which are unique, ingenious, and highly creative
- You want others to be credible, professional, and courteous
- You dislike too much involvement with other people
- You prepare ahead of time for your projects and then work diligently to perfect them to the Nth degree
- In your quest for data and documentation, you tend to ask many questions about specifics
- You focus on the details and the process of work and become irritated by surprises and glitches
- Your emphasis is on compliance and working within existing guidelines to promote quality in products or service
- You tend to be slower-paced and task-focused
- You are not fond of huggers and touchers
- You dislike making mistakes or being embarrassed

### **Here are Some of Your Typical Motivators:**

- Being viewed by others as dependable
- An environment where you know exactly what is expected of you
- Freedom to set the quality control standards and check to see if they're properly implemented
- You prefer to associate with others who promote calmness and thoroughness
- You are motivated by the desire to be correct based upon the fact that you strive to do things right
- Co-workers who do not criticize your work or ideas
- Co-workers who value correctness and let you know you are valued for it

### **Here are Some Typical Growth Opportunities For You:**

- Try shortcuts and time-savers occasionally
- Openly show concern and appreciation of others
- You need to openly state unpopular decisions
- Use policies more as guidelines than hard and fast laws
- Be less indecisive, especially when dealing with more complex, new, or adverse situations
- Become less self-critical and demanding
- Compromise more with others
- You would benefit by sharing your concerns with others in the spirit of forging a common bond
- You dislike making mistakes or being embarrassed
- You fear criticism, so you tend to keep your ideas and feelings to yourself, especially when in doubt

# Your Style on the Job

## Investigator Style



### Here are Some of Your Typical Business Behaviors:

- You prefer being organized and process-oriented, with a minimum of idle chit-chat
- You want to be right, so Investigators employ logical thinking processes to avoid mistakes
- You over-attend to details, especially when stressed, sometimes impeding progress with ongoing checking and rechecking
- You are concerned with process; you want to know how or why something works or happened
- You set the bar high and check to see if everything is in line with your expectations
- You can be perceived as being critical of others' input when you are only trying to help them perfect their ideas

### Here are Some Suggestions to be More Effective at Work:

- Interact informally with your work colleagues. This will help you to know and understand them better as well as give you some insights into their feelings and thoughts
- Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way to achieve quality results
- Recognize and acknowledge the feelings of others. Remember that many people are unable to check their feelings and personal problems at the door
- Stand up to those with whom you have a disagreement and openly discuss and resolve your differences. Do not try to avoid these people or strategize against them
- Develop a procedure or plan that assures your desired outcomes without unduly burdening the overall process

### Here are Some Suggestions For Others Working with You:

- Support Ashley's organized, thoughtful approach
- Be detailed, accurate, and logical with Ashley
- Show Ashley your commitment through your actions, not just words
- Give assurances that decisions made will not backfire on Ashley
- List advantages and disadvantages of any plan you present to Ashley

# Your Style in the Social Scene

## Investigator Style



### Here are Some of Your Typical Social Behaviors:

- You attend small gatherings of close colleagues who have proven their value to you in the past
- You are serious; you are naturally suspicious of others unless you have proven yourself in the past
- You are discreet and tactful; you usually will not tell secrets or the naked truth
- You are guarded; you prefer small group of friends with whom you can let down your shield
- You favor conflict-free environments
- You are quiet and observant; you like to collect information before you enter relationships

### Here are Some Suggestions to be More Effective Socially:

- Tone down your tendency to OVER prepare
- Accept the fact that you can have high standards without expecting perfection
- Occasionally confront others with whom you disagree, instead of avoiding or ignoring them and doing what you want to do anyway
- Elaborate on a response instead of replying just yes or no
- Act somewhat less formal and more casual
- Demonstrate more concern and appreciation to others by conveying that you really appreciate their thoughtfulness
- Accept and laugh at personal limitations
- Avoid dwelling on someone else's mistakes

### Here are Some Suggestions For Your Friends When Interacting With You:

- Privately acknowledge Ashley and share your thought process with Ashley
- Focus on how pleased you are with Ashley's procedures
- Listen to Ashley's concerns, reasoning, and suggestions
- Impress Ashley by what you do, not what you say
- Have negative discussions as long as they are not personally directed at Ashley

# Behaviors and Needs Under Stress

## Investigator Style



### Under Stress You May Appear:

- Unimaginative
- Resistant to change
- Withdrawn
- Slow to act
- Over-reliance on data and documentation

### Under Stress You Need:

- Understanding of principles and details
- A slower pace for processing information
- Accuracy

### Here Are Your Typical Behaviors in Conflict:

- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

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

- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Be more open with others, sharing your feelings, needs and concerns with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.

# PART III - Application of Behavioral Styles with Others



## APPLICATION, APPLICATION, APPLICATION

Understanding your own behavioral style and natural tendencies are 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 in these areas when relating to this person. You will be amazed at the difference.

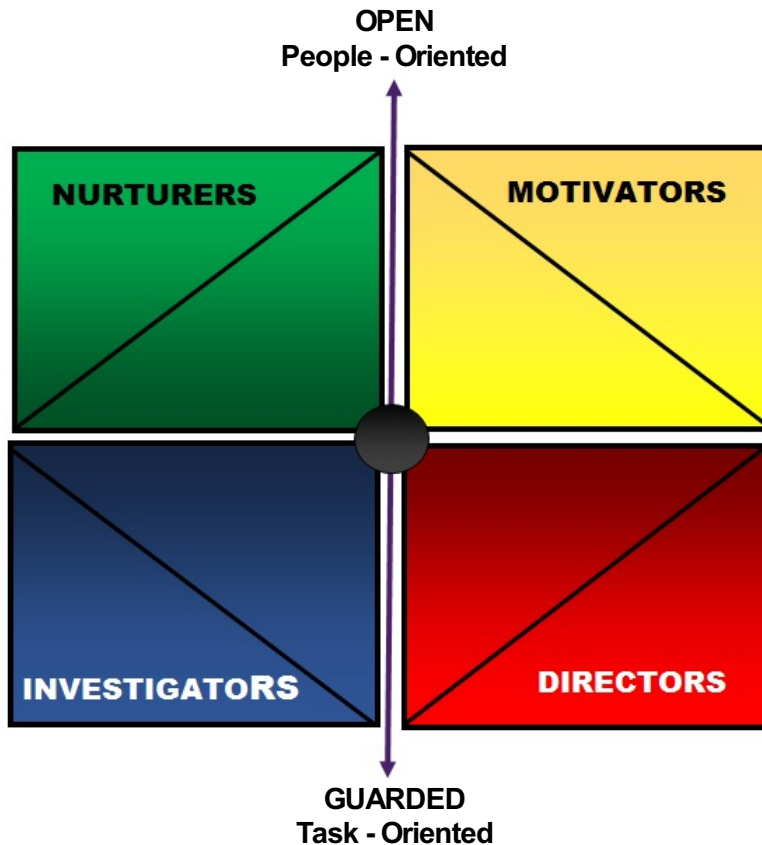
To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section. Being aware that the differences in preference in pace and priority, and modifying accordingly, can make a big difference. The ***Action Plans with All Four Styles*** section 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.

# Identifying Another Person's 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 - (Willingness to share feelings, thoughts and opinions)



### 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

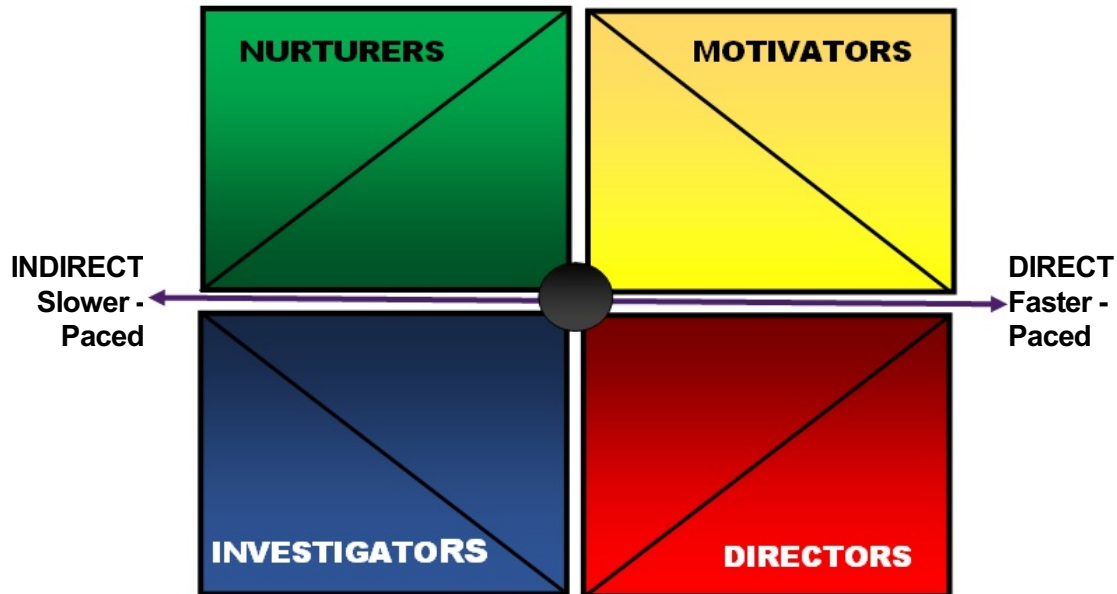
### Guarded Behaviors

- 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

# Identifying Another Person's Style



**DIRECTNESS - (Measure of natural pace; degree of assertiveness)**



## 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

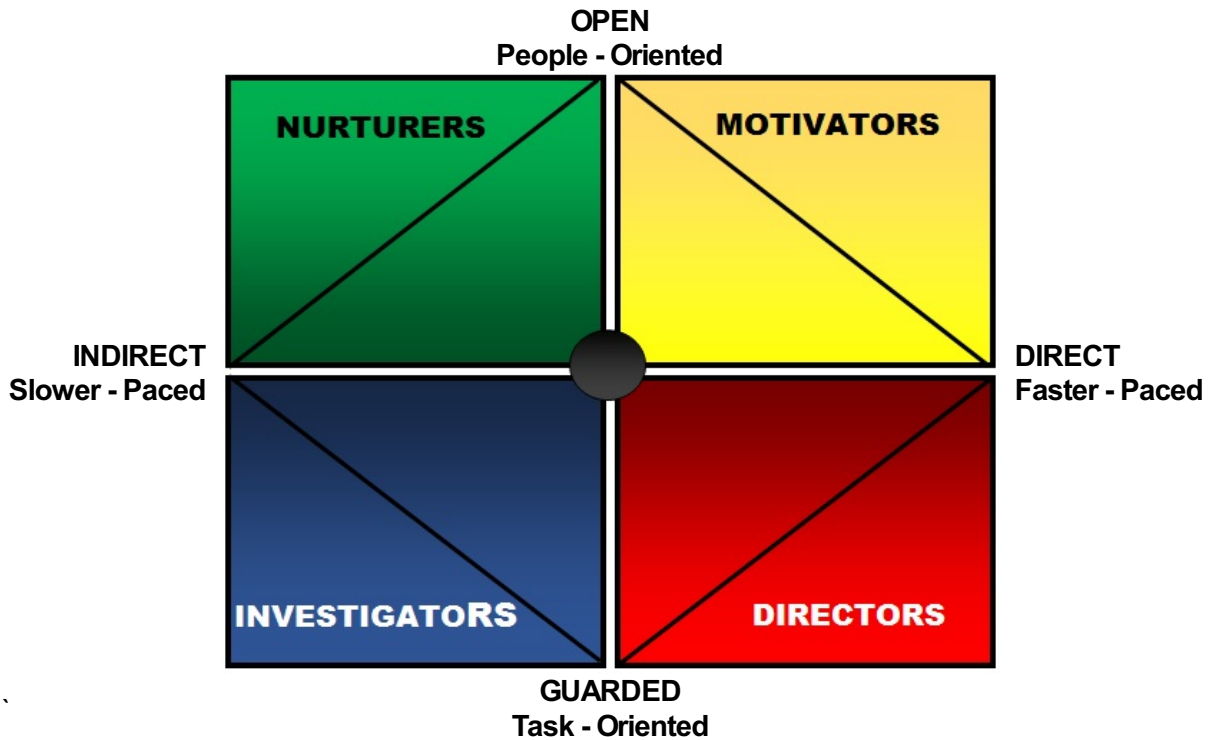
## Direct Behaviors

- 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

# Identifying 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 guarded and direct behaviors are Director Styles. People who are both direct and open are Motivator Styles. People who exhibit open and indirect behaviors are Nurturer Styles. Finally, indirect and guarded people are Investigator 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.

	<b>DIRECTOR STYLE</b>	<b>MOTIVATOR STYLE</b>	<b>NURTURER STYLE</b>	<b>INVESTIGATOR STYLE</b>
<b>PACE</b>	- Fast/Decisive	- Fast/Spontaneous	- Slower/Relaxed	- Slower/Systematic
<b>PRIORITY</b>	- Goal	- People	- Relationship	- Task
<b>SEEKS</b>	- Productivity - Control	- Participation - Applause	- Acceptance	- Accuracy - Precision
<b>STRENGTHS</b>	- Administration - Leadership - Pioneering	- Persuading - Motivating - Entertaining	- Listening - Teamwork - Follow-through	- Planning - Systematizing - Orchestration
<b>GROWTH AREAS</b>	- 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
<b>FEARS</b>	- Being taken advantage of	- Loss of Social recognition	- Sudden changes Instability	- Personal criticism of their work
<b>IRRITATIONS</b>	- Inefficiency - Indecision	- Routines - Complexity	- Insensitivity - Impatience	- Disorganization - Impropriety
<b>UNDER STRESS MAY BECOME</b>	- Dictatorial - Critical	- Sarcastic - Superficial	- Submissive - Indecisive	- Withdrawn - Headstrong
<b>GAINS SECURITY THROUGH</b>	- Control - Leadership	- Playfulness - Others' approval	- Friendship - Cooperation	- Preparation - Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	- Impact - Results - Track record	- Acknowledgments - Applause - Compliments	- Compatibility - Contribution - Teamwork	- Precision - Accuracy - Quality of results
<b>WORKPLACE</b>	- 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 Investigator or Nurturer Style; or when you move a bit faster for the Director or Motivator Styles. It occurs when the Director or Investigator Styles take the time to build the relationship with a Nurturer or Motivator Style; or when the Motivator or Nurturer styles focus on facts or get right to the point with Director or Investigator 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.

# Modifying Openness and Directness



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 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 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 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 Motivator Style tend to prefer a faster pace; the Nurturer Style and Investigator 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 Motivator. Both are relatively fast-paced behavioral types. Yet the Motivator 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 Motivator does better with the Nurturer. These two will still be getting to know each other while the Investigator 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 Motivator and Nurturer interaction when these two finally do get around to the tasks at hand. The Motivator usually prefers fast action, whereas the Nurturer wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Director and Investigator (another example of pace-based tension). The faster-paced Director likes to make quick decisions. The slower-paced Investigator gets 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 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 Nurturer relationship, as well as in the Motivator and Investigator relationship.

Take the case of the Director and Nurturer 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 Nurturer 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 Motivator and Investigator 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.

# Action Plans With All Four Styles...



NURTURER TRAITS...	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think emotionally	Explain your reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and one-two-three instructions as you personally "walk them through"
Want others to notice their patience and perseverance	Compliment for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate
Accepts tasks readily but has difficulty delegating because they don't like taking risks and feel they'd be in trouble if the delegation went wrong.	Explain how others will benefit from the opportunity to develop their skills and, by overseeing effectively, there will be little risk.

MOTIVATOR TRAITS...	SO YOU...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your genuine appreciation
Easily persuades others to take on tasks that don't interest them, but has difficulty delegating because they feel they would lose personal status and they haven't got the time or patience to explain in detail.	Explain that if they just take the time to think through and explain what is required, good results will follow and they will get the credit for being good managers.

## Action Plans with All four Styles... Continued



INVESTIGATOR TRAITS...	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Give detailed reasoning
Seek data	Give it to them in writing
Need to know the process	Provide explanations and rationale
Proceed with caution	Allow them to think, enquire and check before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"
Has difficulty delegating because they can't trust other people to do it the same way and as perfectly as they would.	Explain that perfection is not always necessary and, given detailed instructions, good results will follow even if produced by a different method.
DIRECTOR TRAITS...	SO YOU...
Concerned with being Number 1	Show them how to win
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries, then give support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like change	Vary routine
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, but give them parameters
Tendency towards conflict	Argue with conviction on points of disagreement, backed up with facts; don't argue "feelings"
Impatient for results so do it themselves	Persuade them 'now' is not always necessary and work-life balance is good
Frequently gives tasks to others but has difficulty delegating because they need to be in control and don't want to give up their time in giving instructions.	Explain that, if they can be a bit less impatient, delegating properly will bring long-term benefits to the organization by developing other people so they can also produce more results.

# How to Adapt to 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

# How to Adapt to the Motivator Style



The Motivator 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. Motivators 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 Motivator 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 Motivator 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 Nurturer 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. Nurturers 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 Nurturer 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 Nurturer 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
- Accept credit and praise, when appropriate

## Sales and Service Strategies with Nurturer 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 Investigator 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 Motivator Styles, it is not a prerequisite. Support the Investigator 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 Investigators 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 Investigator Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

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 Investigator 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

# Disclaimer



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