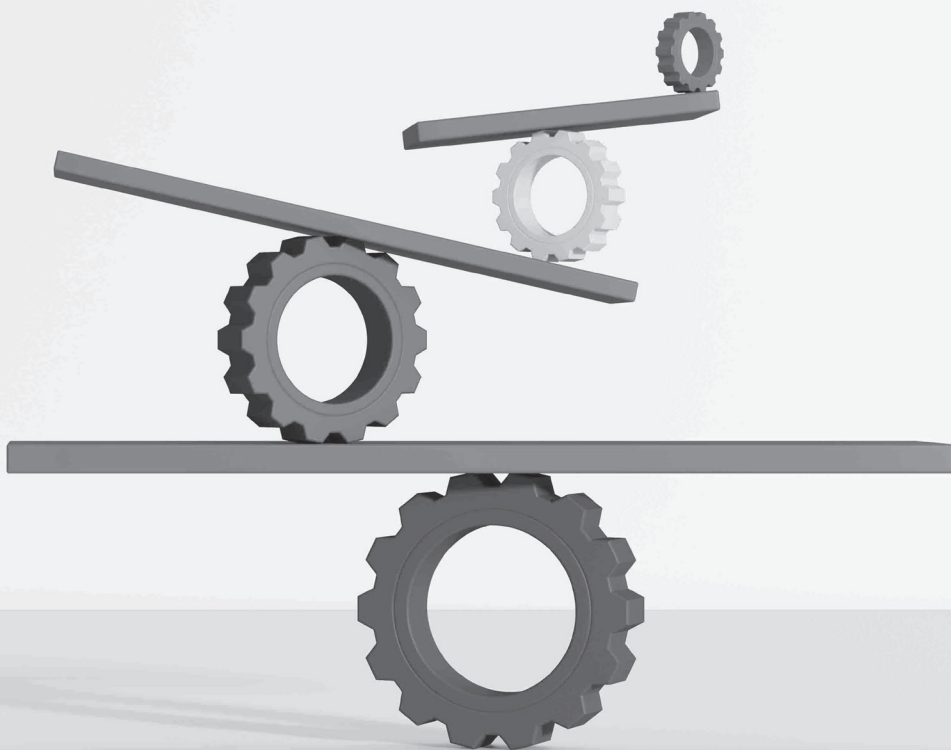


WHY DO PEOPLE ACT LIKE THAT?

Understanding Why My Team Doesn't Work
&
How Do Teams Fail?



Lindsay Adams OAM

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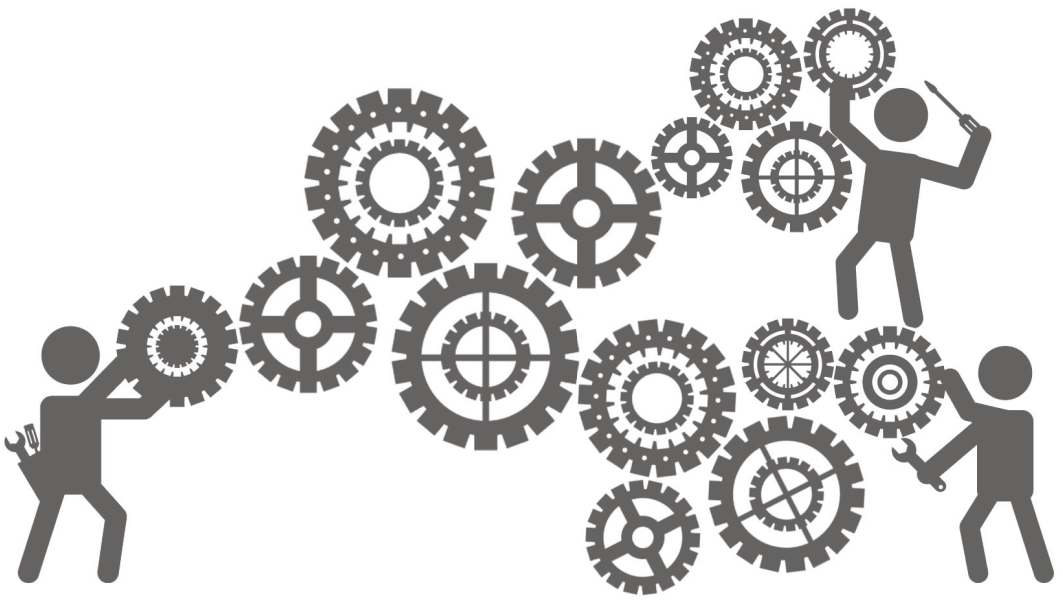
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This is my second book and as the Relationships Guy I networked this through quite several trusted friends around the world, seeking ideas, brainstorming, and being challenged before I sat down to write.

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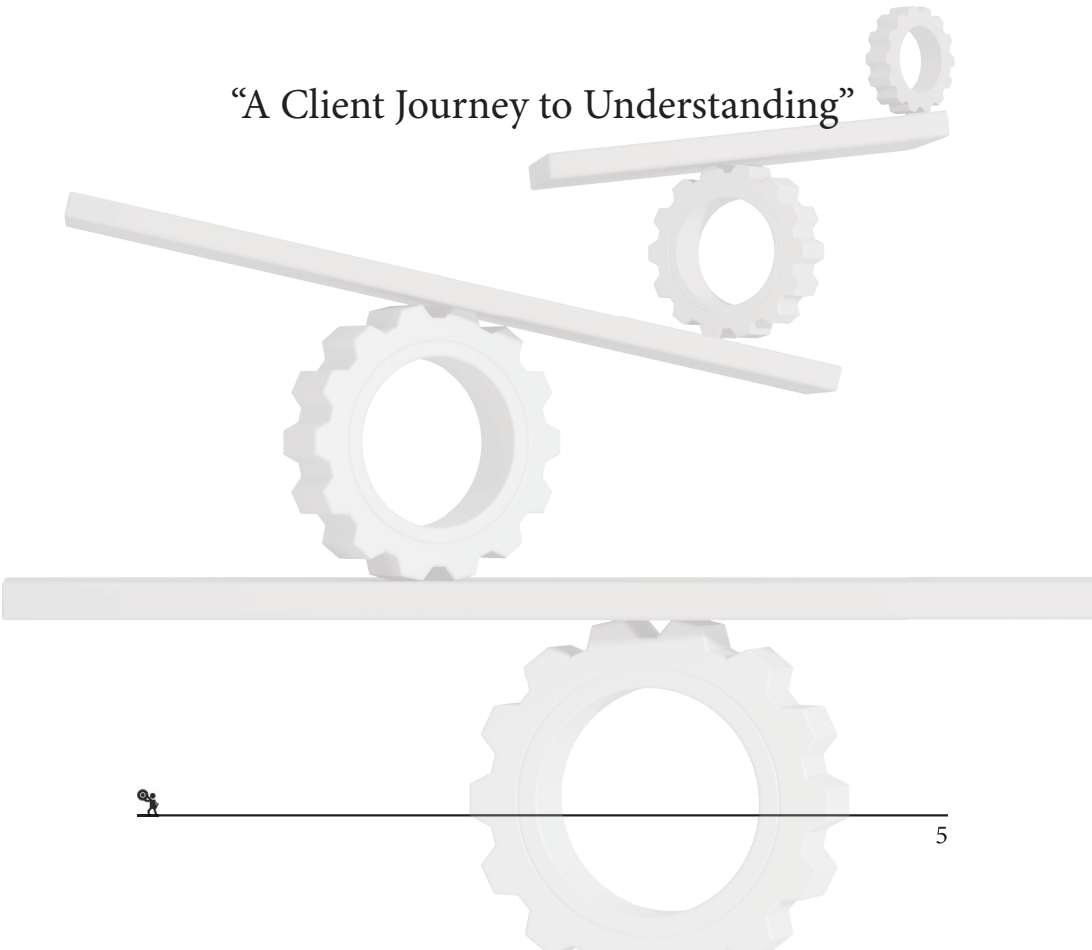
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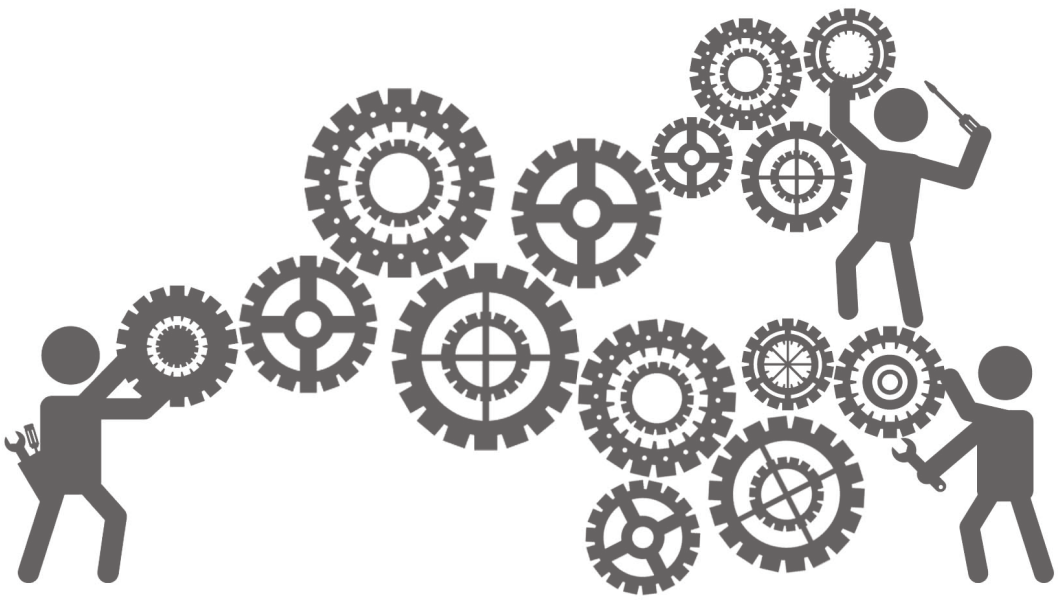
I saved the best until last. Finally, I want to thank my wife Debby for her unending love and support. She believes in me and has been there for me throughout this process, lending an ear to my crazy ideas and concerns, thanks Darl, you are the bestest!

WHY DO PEOPLE ACT LIKE THAT?

“A Client Journey to Understanding”







CHAPTER 1: The Challenge

I'm sitting on a plane flying from my hometown of Brisbane, Australia to Singapore for ten days of work training and consulting with various companies based there. I travel to Asia regularly and do a lot of work with teams and leaders helping them to bring out the best in their people.

Whilst I'm on the plane, I have the luxury of Wi-Fi so I take the opportunity to message a few people to let them know I'll be in town and suggesting that perhaps we could catch up. My name is Terry Munro and I'm known around the world as a Relationship Management Specialist, so I work hard at keeping up with people and maintaining and investing in those relationships. Almost immediately I get a message back from Jacob West, a CEO of a full-service IT company, West IT saying he would love to meet with me. In fact, he would like

to meet with me urgently and could he pick me up from the airport and drive me to my hotel and buy me dinner as he had something important, he wanted to discuss. My arrival was in his words 'a Godsend'.

My plane landed around 6pm and waiting dutifully at the arrivals area was Jacob. He looked a little stressed. We collected my bags and headed for the car and began making our way to Sentosa Island to my hotel.

After some pleasantries I said, "OK Jacob, what's happening that you wanted to meet with me so urgently?" I watched as his knuckles tightened on the steering wheel and he gulped down a big breath.

"Our company is getting bad reviews all over social media, customers are starting to leave, my team are driving me nuts and now for the crazy part, we have just had one of the best quarters in our history turnover wise, however if the customers keep leaving at the rate they are, that's going to be our last good quarter for quite a while.

I called a meeting of my four Department Heads yesterday to talk about what we could do to change direction and make the organisation work better. That meeting was an unmitigated disaster, it's so frustrating dealing with those four at times."

"OK, tell me more," I said.

"I set the meeting for 2pm and invited Dennis, Irene, Sam, and Catherine, my four Department Heads. I arrived in the Boardroom ten minutes early and Catherine, who heads up the Service Delivery Team, which is made up of fifteen IT engineers, was already there. She was surrounded with paper, the agenda printed out and ready on the table, plus her laptop was open and switched on. She appeared to be reading something online and I startled her when I entered



the room. She had been concentrating on her laptop so intently, she must not have heard me until I was standing beside her.

Next in the room was Sam, our Business Support Manager, he essentially manages Admin, HR and Accounts and has a team of just three people. On arrival he greeted us all warmly and then decided he needed coffee. He asked if he could get drinks for us too and then found a packet of cookies in the kitchen and carefully counted them out to make sure there was enough for everyone. He re-entered the room triumphantly with the coffee and cookies.

At exactly 1.59pm Dennis, our Help Desk Manager strode into the room and loudly announced 'Well I'm here and I'm ready when you are to start the meeting Jacob'. He then took a seat at the head of the table and arranged his papers, looked at his watch and said 'It's 2pm, let's get this meeting started'. Dennis has a team of seven staff.

I glanced at my watch and noted that Irene had not yet arrived. Perhaps we should wait a few more minutes until Irene arrives," I said.

Dennis scowled, "I arrived on time, why can't she?"

"At that moment we heard raucous laughter coming from the hallway outside the Boardroom door. Several loud voices were obviously enjoying a story being recounted outside the door. When the laughter died down the door burst open and Irene, our Sales Manager, Irene arrived, ruddy cheeked and smiling broadly, 'Sorry I'm late, just been catching up with Phil and Gloria from my team, I was telling them what happened to me last weekend at a party.' Irene managed three Senior Account Managers in her team."

"Dennis scowled again and glared at me and announced,

“Well we’re all here can we just get on with the meeting.”

“Is that it?” I said. “Oh no, there’s more, much more,” said Jacob.

“I got the meeting started and talked about the bad reviews on social media, the fact that customers were starting to leave and what I perceived as less and less co-operation between the four groups. Where once we had a happy workplace, it now seemed that we had somehow created a competitive environment, where people withheld ideas rather than sharing. Once upon a time there was great pride in our company and its successes, now it seemed there was great pride in individual success only and a lack of willingness to include others. I was concerned that this was impacting our productivity and outputs.

I finished my overview and asked each of the assembled Department Heads to comment on what they saw and what they thought we could do to change the situation.

Dennis jumped in immediately and pointed with his pen at no one in particular.”

“I think competition is a good thing, it gets people focussed. I think we need to be competitive, and I personally set myself goals all the time and I find it motivates me to do my best work. Not only that, I encourage all of my team to do the same thing. Set goals, focus on outcomes, and get on with it I say.

There are some people in my group that I have to push and frankly that drives me mad at times, I don’t understand why people just can’t get on with it. They all know what they have to do after all. If I could just get the next recruitment completed and hire more staff, it would be a whole lot easier to give the kind of service we need to be giving.



If you are really worried, I think we just need to call an all staff meeting and tell them how it is and how you want it to be. Clear goals and clear expectations will create clear results that will get them moving.”

“With that he stopped talking and put down his pen as if he was an orchestra conductor that had just finished conducting an amazing orchestral masterpiece. He looked at each of us triumphantly.”

“Oh Dennis,” chirruped Irene, “that’s a bit severe don’t you think?”

“Well, what would you have us do Irene?” snapped Dennis, “I guess you want us to have a love in or something similar, go out to the forest and hug a few trees, hold hands, and talk all the issues through, then have a group hug to finish!”

I laughed out loud as Jacob continued.

“Dennis, stop being so dramatic” Irene chided. “I agree with you Jacob, this place has become boring, when I joined, we used to have so much fun. We worked hard and we played hard, just lately it’s been all work, without the play and frankly I’m over it. I’ve tried hard to preserve that atmosphere of fun in my marketing team, and I think we’ve done some great campaigns recently. We are blitzing the numbers of enquiries from our online marketing and the sales team are converting them into customers. This competitive streak that has crept in is OK, as long as it’s fun, the problem is there’s not much fun here anymore.

I think there’s merit in some of what you say though, Dennis. For my money, I suggest we split the company into our respective groups and hold team building workshops. I reckon we should take people away from the workplace for a few days and let them chill a bit, spend time getting to know each other and giving them

an opportunity to talk about the state of our culture.

Perhaps lead some carefully structured games or activities which bring out the issues we face and give people an opportunity to brainstorm ideas and then discuss options in a non-threatening environment. If we went to that funky Resorts World on Sentosa Island we could use their convention centre, plus go to Disney World afterward as a fun team building activity. Then I think we should finish off the whole event with a magnificent dinner and a few thousand drinks to celebrate our time together.”

“All you’re interested in is the party Irene,” snapped Dennis. “What do others think? Said Dennis, who else thinks we should just issue some directives and get on with it. Sam, you agree with me, don’t you?”

At this Sam began to squirm in his seat and when he finally spoke it was at a slow and measured pace carefully choosing his words as he addressed the group.

“I agree with you Jacob getting those negative reviews online is not helping and poor service must be a contributing factor to why customers are leaving. My team is under a lot of pressure too right now to get this next round of recruitment done. The problem is, we have to be thorough in our processes to make sure we hire the best people. Dennis, we are trying to get you more staff as quickly as possible. I think there is merit in calling an all staff meeting to share a standard message across the company and Irene the idea of a team building activity has merit too, I’m not sure what Catherine thinks; however, I think we have to be careful no matter what we do. One thing is for certain and that is, we must not rush into action until we have carefully considered all the options and decided the best course of action for everyone.”



"Oh Sam, no one's suggesting we rush into anything" Irene interjected, "I just think we all need to lighten up and have more fun. Actually, you know what? I think we should make *Fun* compulsory" Irene declared with a devilish grin and then laughed heartily at her own joke.

I laughed out loud at this myself as Jacob recounted the tale. "Make fun compulsory, now there's a great corporate strategy" I said.

"Yes" agreed Jacob, "But the best performance is yet to come, you have let me tell you what Catherine had to say."

"Oh, do tell," I said.

"After Irene made her proclamation, we all sat quietly expecting Catherine to take her turn and comment. After an awkward silence I had to prompt her into action.

"So, Catherine, you've heard what everyone else has had to say, what are your thoughts?" I enquired.

"Catherine drew in a deep breath, gathered up her papers from the table and carefully collated them together into a neat stack, then she took the top sheet, where she had obviously been taking notes and placed it carefully to her right, she then took the second sheet and placed it carefully to her left and finally put the remainder in front of her. She looked earnestly at all of us and finally spoke."

"I have been listening carefully to all of your comments and suggestions and I would like to make the following observations. Jacob, I agree that the service levels are not where they are, my Service Delivery team have been swamped of late. The sales team are doing such a great job, we are struggling to keep up with installations, plus the maintenance schedule is a regular

pressure also and then there's the repairs. My team often starts a job and before they know it, they have run past the estimated time for completion, so they then run late for the next appointment.

I have had detailed conversations with my staff about the lack of proper planning from Irene's Sales Team and have noted a distinct lack of productivity from within Dennis' group. Sam's admin group continues to support us in the usual way and I'm very grateful for that Sam." Sam smiled and nodded acknowledgement at Catherine.

"With this opening salvo delivered I could see Dennis' blood pressure rising, his face turning florid as he squared his shoulders back and leaned in ready to go on the attack. I gestured at him with my hand to signal for him to hold his tongue and let Catherine continue. Irene seemed oblivious to the jab directed at her and doodled carelessly on her notepad, smiling happily, her eyes focussed on something very interesting outside the window. Sam continued to smile a warm and beaming smile as the compliment passed his way.

"I believe that we need to take action, though we must act in a careful and methodical fashion. We must not upset the status quo and it's important that we give our staff plenty of notice of any proposed changes to process or procedures. To that end I have some questions." said Catherine.

"If we were to have an all staff meeting as you suggest Dennis, will staff have an opportunity to contribute to that forum? If we are to take this road, how would they contribute? I suggest that we have suggestion boxes placed around the room and allow staff to write their carefully constructed feedback before they place it into the suggestion box. I think perhaps a thoughtfully designed form would make it easier for staff to give feedback and maybe some check boxes for them to



choose options.” Catherine paused.

“At the end of this Dennis was gasping for air and his face had turned scarlet.”

Catherine went on. “If we were to hold an offsite team building session as you suggest Irene, how would we manage the customers, whilst the staff are absent? Who would manage the phones? Would that result in even more bad online reviews? Would we have to pay overtime if we expect staff to attend sessions out of hours and finally, what would all this cost?”

Irene rolled her eyes and started to exclaim “Oh, Catherine.” I held up my hand again to silence her.

Catherine then went on to address Sam. “I agree with Sam, we must not upset the status quo just for the sake of a few short-term gains, a steady measured approach will see us through, wouldn’t you all agree? I have thought about this carefully and I believe we need to create a staff survey to seek informed feedback from everyone. I know each of you have expressed an opinion, however we don’t know for sure what the real issues are. Conducting a detailed survey will help uncover exactly what is going on and give us hard data to analyse.

Once we have some reliable data, we can then begin a period of detailed analysis. From this analysis we can identify the key issues and develop a working paper with strategic recommendations. We can then bring those recommendations to this group for interpretation and a decision on the direction we need to take as a group. Then and only then can we begin to formulate an action plan to begin to make the changes necessary to fix our culture.”

I was listening carefully to this long and detailed response and made a fake snoring noise to Jacob in the car.

"Now do you understand why I needed to see you urgently Terry, I desperately need your help. How the hell do I get these people to see eye to eye and agree a simple course of action. If we keep having meetings like that, I will murder them all and be locked up in jail and serve my full jail sentence before any meaningful change happens."

We were approaching the causeway to cross over to Sentosa Island so only minutes away from the hotel. "I have a few ideas for you, which I can share over dinner. Tell me before we arrive, what happened next?"

"Well after Catherine's detailed explanation Dennis had a meltdown, jumped up to his feet and said "That is exactly the problem we have here, no one is willing to do anything for anyone, so nothing ever happens and when it does the people that make it happen are accused of being competitive. I've had enough of this" and with that he stormed out."

Sam and Catherine looked horrified; the colour drained out of her face. Irene giggled,

"Classic Dennis, my way, or the highway. OK, Jacob shall we begin planning the offsite?" she mused with a grin on her face.

"It was at this point that I called a halt to proceedings and suggested we reconvene on the following Monday," concluded Jacob.

We pulled into the hotel reception and our discussions were interrupted for an hour or so while I settled into my room. I met up with Jacob at the restaurant for dinner.

We ate a very fine meal of Singaporean delights that included some of their famous chilli crab, a curry laksa and about a couple of litres of Tiger beer to calm my fiery mouth. Jacob offered to take me out to share a



Durian after dinner, however I declined saying I was too tired and that we had work to do to sort his team.

“What am I going to do?” Jacob asked. “Here’s the thing Terry, I’m beginning to hate these people, yet I’m the one that hired them in the first place! The more I think about it, each of them in some way deceived me during the interview process. Dennis came across as so confident yet said all the right things about how he would nurture his people and now at times he’s a downright bully.

Irene painted these amazing pictures of what she would do with the marketing team and I’m beginning to think that’s what she does best, paint pictures. She never seems to finish anything, don’t get me wrong, she leads the team well, yet at times I don’t see her completing tasks the way I had hoped.

Sam has become such a stick in the mud, he never wants to change anything and if I ask him to do something different, he manufactures all the reasons under the sun why that’s not a good idea. At the interview, I asked him specifically about implementing a new system and he gave me a wonderful almost textbook example of how that should be managed and implemented, yet when it comes to actually doing it, well that’s a much slower story.

Catherine drives me nuts with her attention to detail. When I think back on the interview, she had a detailed answer for everything, she was obviously well prepared for the interview and had thought of every possibility. It was charming at the time, though she gets so bogged down in the minutia,” Jacob sighed.

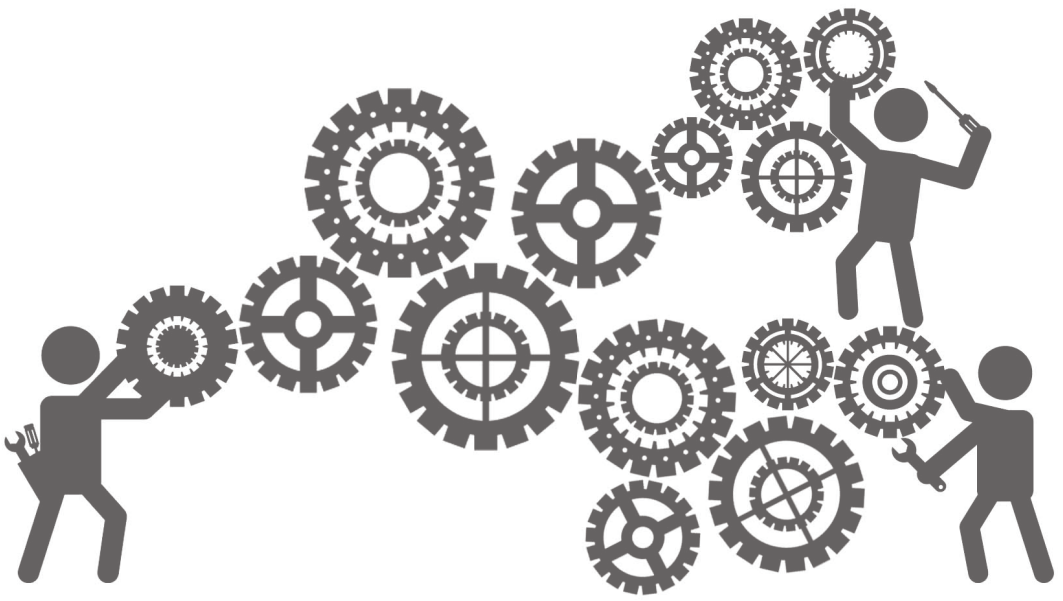
I smiled “What you have just described is not all that uncommon, at interview people become Academy Award actors and supply the best answers possible to impress their prospective employer. Often those

answers are not a true reflection of how they would deal with things in real life.”

“Well how do I get around that?” exclaimed Jacob.

“The answer to that question is both simple and complex,” I answered, “let me tell you a couple of stories and share a few ideas with you before I answer your question, I said. The first thing you need to know is that communication is the response that you get. I could see a frown go over Jacob’s face as he pondered that statement, not only that you have four different people with four different behavioural styles Jacob, and you need to manage them each in a slightly different way. Before we go on to their behavioural styles, let’s examine the basics of communication.





CHAPTER 2: Communication Is the Response You Get

“Communication is the response you get,” I stated casually. “I did an NLP course years ago when I learned that statement.” Hang on, interjected Jacob, NLP? What’s that?”

“Oh sorry”, I said “NLP is Neuro Linguistic Programming, it was created back in the seventies by two guys, Richard Bandler and John Grinder. It’s a sophisticated communication tool, used in business and even therapy.”

“It was a real eye opener for me when I studied it to find out that we all communicate in different ways, and we even have communication preferences.

I’m sure you’ve heard of the terms, visual, auditory,



kinaesthetic?”

“Well, yes, of course,” Jacob answered.

“Those terms have their origins in NLP and some people prefer to speak and even think in pictures, so we describe them as visuals, some think and speak in words, they are the auditories and the kinaesthetic think and speak in a more tactile, or hands-on way. Visuals are the most common and make up about 60% of the population.” Jacob nodded.

“To complicate communication even more, we all use filters when we speak and listen. We have a preference for the way we communicate and then we filter that communication based on our relationship with the person we are speaking to.

“Let me show you what I mean”, I said as I grabbed a paper napkin from the table and began to draw. I drew two stick people facing each other. “This is a typical conversation and how it unfolds. Follow these steps with me.” I started adding numbers and arrows.

“At Step 1, Person A has a reason, purpose, or intent to share a message to Person B.

At Step 2, they encode their message, that is, they gather their thoughts and formulate the words they are going to use to share that message.

At Step 3, they communicate their message using words, gestures, and body language to transmit their message.

At Step 4, Person B receives the message and decodes that message based on their experience of the sender. You with me so far? Jacob nodded.

At Step 5, Person B gives feedback of their understanding of the message, using words, gestures, and body language.

At Step 6, Person B comments on the feedback and may clarify the Listener’s understanding, they may ask



questions and check for understanding.”

“That’s all pretty straight forward so far”, Jacob comments.

“Yes, it is and then it gets complicated because this model is now influenced by some other factors. Remember I mentioned that we use filters when we speak and listen? This is where the wheels can fall off.

“When person A speaks, they are sending a message based on their experience of person B and the message is received in the same way, it’s filtered by person B’s experience of Person A. Think about what happened at the meeting with your Department Heads, when Catherine spoke up, what was Dennis’ reaction to what she said?”

“He got upset and stormed out of the room”, Jacob commented.

“Yes, because Dennis applied his filter to the conversation, and he didn’t like what he heard, and I bet he often reacts that way to Catherine?” Jacob nodded.

“Think about what happened when Catherine spoke about Sam’s comments, how did Sam react, as I recall you said his comments were well received by Catherine and she made it clear that she supported Sam and he in turn supported her. Catherine applied her friendship filter or her support filter to Sam’s words and Sam no doubt returned the favour.

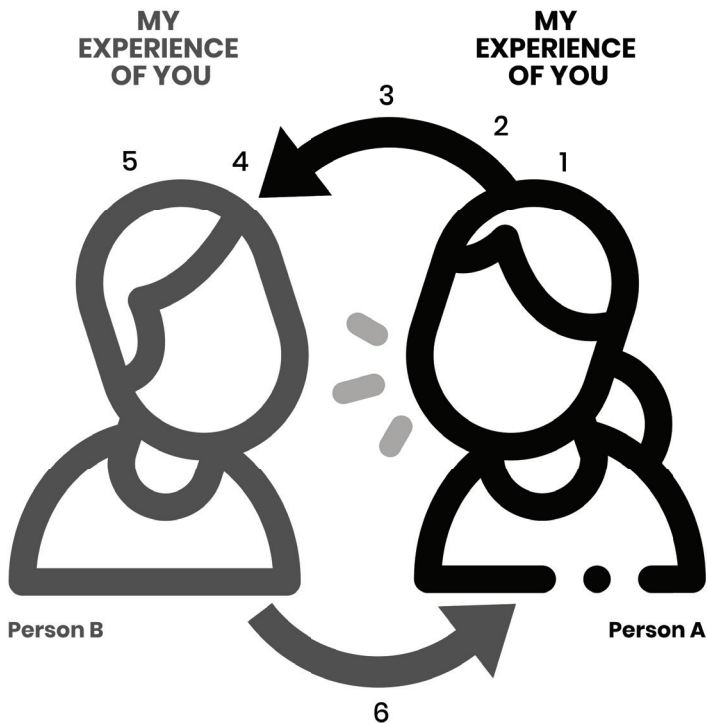
“This is where communication gets complicated, people apply filters all over conversations and it can influence how they interpret the words spoken. To make it worse we then add in the tone of voice, or the gestures and body language people use. Sometimes understanding the real intent of a message can be hard or at the very

least confusing.

Keep this in mind when it comes to communicating to your staff. Crafting the right message is important and we think we've done a great job choosing our words carefully and then our message is misinterpreted or just plain mangled by their filters.

"Now go back for a second to the Visual, Auditory and Kinaesthetic, we have to carefully craft our message so that we hit all of those communication preferences. That's actually not that hard as most people have a mix of those preferences anyway. Mostly they have a preference for one which is stronger than the other two, however they use them all to some degree."

Here's the diagram I drew for Jacob, a Simple Communication Model.



“Ultimately it doesn’t matter what you say, it’s how the listener hears and responds to it. Even if your intentions are good, it doesn’t matter.”

Jacob interjected “Hang on I thought communication was meant to be a two-way street? Isn’t it a 50/50 deal, shouldn’t both parties take responsibility?”

“Well not really”, I said “Here’s the reason why. You are 100 percent responsible for transferring your meaning in the way you want it to be understood. The good news is, if each person took 100% responsibility for their communication, you could have as much as 200% effort going in to create clear communication.

Even if the other person didn’t know or get onboard with this concept and they think they are just responsible for 50% effort, then you still have 150% effort in place and that’s gotta help! If you commit to this level of communication, listening to the response and the feedback to clarify your message, it creates an opportunity for someone to really get you, for you to be truly understood. Which when you think about it, can be difficult enough.”

“But I can’t control anyone’s response” interjected Jacob.

“That’s true, I said and if you want to convey an idea, whether it’s a complicated plan or your feelings for someone, it’s important for you to communicate in a way the person can hear and understand you. You can pay attention to how they process the information; you can ask for feedback.”

Jacob looked thoughtful and said, “In order to get what I need I have to make a big effort to listen and be understood, I have to almost be like the other person to align myself with their communication style.”

"Now you're getting it," I said. "In fact, you need to apply the Platinum Rule."

"The Platinum Rule" repeated Jacob.

"Before you apply the Platinum Rule you have to understand the difference between the Golden Rule and the Platinum Rule." I said.

The Golden Rule Vs the Platinum Rule

"I know what the Golden Rule is", chirped Jacob, "Do unto others as you would have them do to you."

"Do you know the origins of the Golden Rule?" Jacob shook his head. "It is said to originate somewhere around the time of Confucius in China, although it is spread among many of the popular religions including Christianity, Buddhism, Hinduism, and Taoism. The interesting part is that even though it's common among so many religions, it isn't necessary to be a religious person to practice the Golden Rule.

"It's a simple concept that can be interpreted like this. Treat others as you would like others to treat you, which is ultimately a positive intention, or do not treat others in a way you would not like to be treated, the converse or negative approach. Either way works and generally people that try to implement the Golden Rule have good intentions."

"If you use the Golden Rule appropriately you can create positive relationships and less conflict. However, this may not always be the case."

"How could people get in trouble if they practice the Golden Rule?" Jacob asked.

"The problem lies with practicing the Golden Rule verbatim and not understanding its true intent. When



you get it wrong you stand a much greater chance of triggering conflict. Let me explain. When you treat others as you want to be treated, you may end up offending them, as they may have different needs, wants or expectations to you. This applies to about 75% of the population as you can guarantee there are many that have different wants, needs and taste to you.

If you treat others from your point of view, it could cause tension as they may not like your approach. Your needs will be met, however theirs won't."

The Yellow Tie

"You know I do business with a lot of people? Let me tell you about my friend Leo. Leo is one of Sydney's leading property developers, he is very successful and has a wide network of friends and acquaintances. He is the ultimate networker and often connects people who ultimately do business, which would never have happened but for Leo's introduction.

Leo is renowned for his style and dresses very well. He wears a signature yellow tie and, in every photo, no matter whether he's wearing a shirt or a suit or just a shirt, he will always be wearing his signature yellow tie. He has become very well known for that tie and it is now a foundation piece of his branding. Many have commented on Leo's tie, and many have also bought gifts of yellow ties for Leo, which is the Golden Rule in perfect practice.

Here's the problem though, Leo loved his tie so much he decided it would be good to give them out as special gifts to those that had helped him in some way. I have connected many people to Leo, and some have even bought property from him. Leo of course is very grateful for the connections I made so one day he took me out for lunch to say thanks. At the end of the meal, he made a big production of presenting me with one of

his signature yellow ties.”

“Jacob’s eyes went saucer like “But, you don’t wear ties”, he almost shouted.

“Correct! That my friend is where the Golden Rule can go wrong. I graciously accepted his gift and have since hidden the tie at the back of my cupboard. It was a lovely gesture; however, it had no meaning for me and if I was more insensitive, I could have said so, however I leaned in a little closer to Leo and accepted the intention of his gift. What Leo should have done was practice the Platinum Rule.”

“OK, I’ll bite”, said Jacob, “What’s the Platinum Rule? Is it something to do with the value of platinum over gold?”

“That’s funny, when the Platinum Rule was coined back in the seventies by a guy called Milton Bennet, an American sociologist Platinum was more valuable than gold, about three times more valuable, now it’s gone the other way and gold has overtaken Platinum. However, the Platinum Rule is still applicable. It’s simply ‘Do Unto Others as They Want Done to Them’, or in other words, treat others as they want to be treated.

The Platinum Rule isn’t better, it simply captures the true spirit or intention of the Golden Rule, so we consider and respond better to other people’s needs. We treat people according to their needs instead of ours. Ultimately this leads to greater understanding and acceptance.

Imagine if Leo had used the Platinum Rule and bought me something I enjoy rather than a yellow tie?

“I’ll give him a call for you and suggest he get you a bottle of red wine next time,” smiled Jacob.

“Make it a dozen and you have a deal,” I shot straight



back. "I think you've grasped this concept really well."

Adapt or Perish

"Every day we face potential conflict or compliance with the people we deal with. Conflict is sometimes inevitable, though it's how you handle the situation that determines the outcome. If you attempt to treat people from their perspective, by modifying your behaviour, you can reach a positive outcome, or deal with them from your perspective and face the possible negative consequences.

Realistically you must be ready and willing to change your behaviour, if only slightly to suit the person or situation. If they want facts and figures, give it to them. If they want to move slower or faster, move at that pace."

Jacob interjected, "Isn't that just being fake?"

"Is it?" "I countered, you know how the locals here add ah and la onto the end of words? Have you ever done that in order to fit in better? Last time I was here, I got picked up in a taxi from this hotel. To leave the hotel grounds the driver has to push a green button to get a boom gate to lift. The taxi driver that collected me must have been very new on the job as when we got to the boom gate, he didn't know what to do.

I leaned closer to the driver and said push the green button, he responded by pushing the yellow button. I just called out greenah, greenah. As soon as I said those words, he got it and pushed the green button. That's all you have to do, change your behaviour slightly to adapt.

If you put yourself in the other person's position, you become more open minded in dealing with them. When you understand the way they communicate, you can

modify your approach and tune into their wavelength. The interesting part is that people signal how they want to communicate, you simply have to keep your antenna up for their signals."

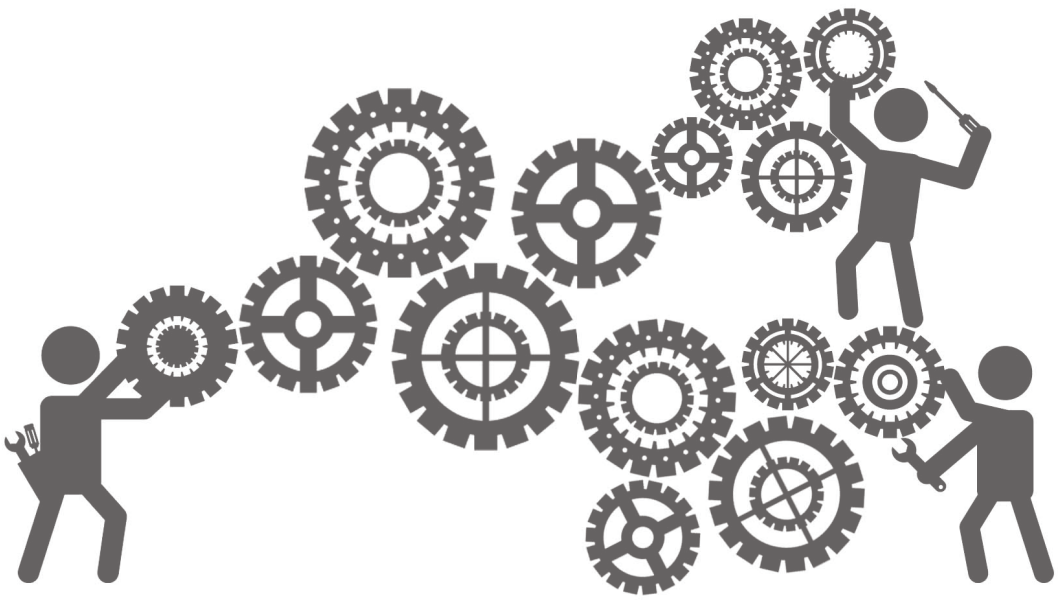
"That's a great local example," Jacob commented, "Do you see much difference between the cultures you travel through?"

"Good question," I commented, "Each country has their own unique examples, particularly with language and sometimes custom, though the interesting thing is that when we talk about behaviours there are just four distinct behaviours which are present in every country and culture around the world. There's quite a history to the thinking behind these four types."

Jacob drained the last of the beer from his glass. "Sounds like this is going to take a while, shall we order coffee?"

"Great idea" I said.





CHAPTER 3: A Historic Perspective

Over coffee I filled him in on the history of behaviour styles.

Ancient History

“In pretty much all advanced cultures there’s been a need to categorise people. Ancient cultures recognised that people are different, though how different are we really? Hippocrates was the first to categorise people and coined the four terms, the Choleric, the Sanguine, the Phlegmatic and the Melancholic.

Considered to be the father of medicine, Hippocrates, believed that disease came from nature rather than the Gods. His theory was that the four bodily fluids blood, yellow bile, black bile, and phlegm underpinned the four temperaments. He believed that our temperament is



the way we react and creates our behaviour and our frame of mind. As such temperament controls our behaviour.

Hippocrates believed that if your four fluids were in balance, you would be in good health. A Choleric person was controlled by the liver or by yellow bile. Choleric can be translated as hot blooded and choleric people sometimes alarm those around them because of this 'hot blood.' A Sanguine is controlled by the heart or the blood. These people are typically positive and happy, they spread optimism and good cheer.

A Phlegmatic person is sluggish and slower in movement. They get their influence from the brain. A Melancholic person is often perceived as melancholic and or gloomy. They have an excess of black bile which is found in the spleen and because of this they are often a pessimist.

"I'm glad we've finished eating", grimaced Jacob, "charming stuff."

"The Aztecs were the next to classify people," I went on, "As you probably know they lived in Central Mexico around the fourteenth century and built the most amazing temples. They believed the world was composed of four basic elements: fire, air, earth, and water. These were considered the critical energy forces that sustained life. All of these elements are integral parts of matter of the physical universe and the human body is a physical creation existing in the material realm. Therefore, humans were seen to be made of and governed by the four elements.

Maintaining a balance between these elements was advocated to ensure physical and psychological health. Everything in the physical World was observed to have a combination of four principal qualities – hot, cold, dry, and moist.

Fire people symbolise incredible energy, activity,



creativity, passion, freedom, power, love, vision, anger, strength, will, assertiveness, courage, and dynamism. Fire is considered to be the first element that was born when the universe was created. Fire is attributed to transformational and purifying powers. It can give warmth and enable life, and it can also burn and destroy. In the spiritual plane, fire stands for light and in the physical plane, it is the sun or flame.

Air people symbolise communication, intelligence, perception, knowledge, learning, thinking, imagination, creativity, harmony, and travel. Air is associated with the breath of life and attributed to cleansing power. This source of life can also, at times, become a force of terrible destruction. Air is associated with the Spring season and its corresponding direction is East.

Earth people symbolises prosperity, fertility, stability, orderliness, groundedness, sustenance, creativity, physical abundance, nourishment, solidity, dependability, security, permanence, intuition, introspection, and wisdom. The Earth element has cleaning power. The season related to Earth is Winter and the associated direction is North.

Water is accorded cleansing power. It is symbolic of dreaming, healing, flowing, fluidity, purification, regeneration, stability, strength, change, fertility, devotion, receiving, and unconditional love. It symbolises death as well as rebirth. It is life-giving but can also be destructive. Fresh Water stands for life and good health, while polluted/stagnant Water is symbolic of bad health.

As you may have noticed Jacob, these four behaviours identified by Hippocrates and the Aztecs are very similar, with basically different names for the same thing."

Modern History

"An American lawyer and psychologist William Moulton Marston is the modern father of behavioural typing. Marston was quite a character, he developed a systolic blood pressure test, which became a crucial component of the lie detector or polygraph later invented by John Larson in California. He observed a connection between blood pressure and emotion stating that his wife's blood pressure climbed when she got mad or excited.

By today's standards he was a little out there in his relationships, he was married to his wife Elizabeth and had a polyamorous life partner, Olive Byrne. He had two children with his wife and two children with his life partner. His wife Elizabeth worked whilst his life partner Olive stayed home and looked after the four children.

Not only that, he authored the comic series Wonder Woman, which as you may know was very popular and that character still exists today. He was inducted into the Comic Book Hall of Fame in 2006.

In 1928 he published a book called "Emotions of Normal People" in which he identified four behaviour types, Dominance (D), Inducement (I), Submission (S) and Compliance (C). He based the four types on two underlying dimensions that influenced people's emotional behaviour. The first dimension is whether a person views their environment as favourable or unfavourable. The second dimension is whether a person perceives themselves as having control or lack of control over their environment. This became known eventually as the DISC Assessment.

Marston did not actually create the DISC Assessment, this happened in 1956 by an industrial psychologist called Walter Clarke. Clarke created the Activity Vector Analysis. This consisted of a checklist of adjectives



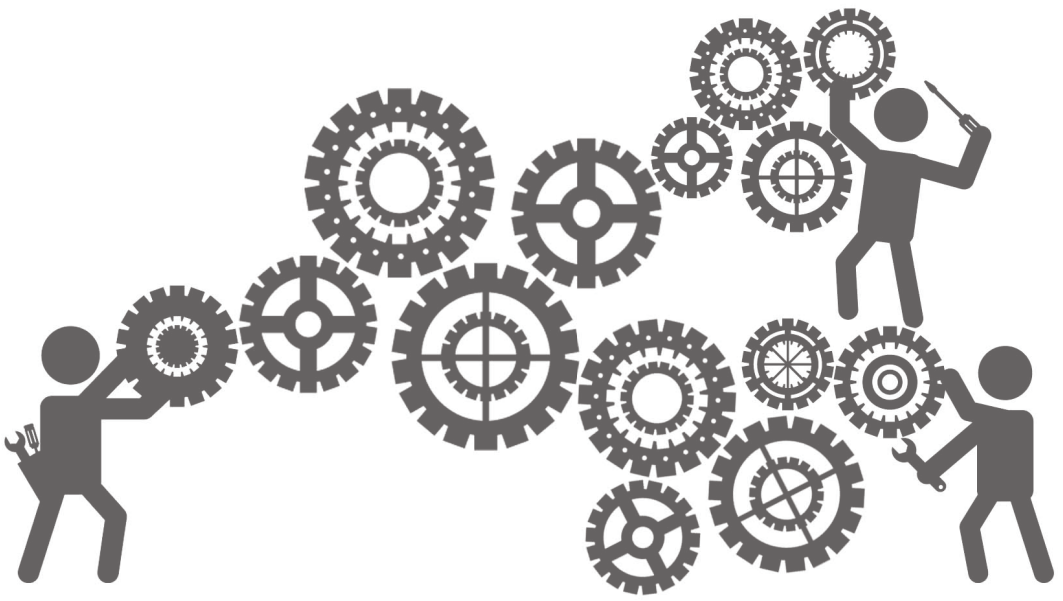
that people were asked to choose for themselves. The original intent of the work was to create a test to assist in the recruitment of new employees.

In 1965, the modern version of DISC appeared when Clarke published his findings on his new instrument in the Journal of Clinical Psychology. Instead of using a checklist, the new test forced respondents to make a choice between two or more terms. John Geier later perfected the DISC assessment as we know it today in the 1970's to create what he called the Personal Profile System. This more modernised system adopted the terms Dominant (D), Influencer (I), Steady (S), and Conscientious (C) as the standard. Today these terms even have associated colours, the D being Red, the I being Yellow, the S being Green and the C being Blue." Jacob let out a big yawn. "Oh, sorry mate," I said, "This history stuff can get a bit dry, how about we call it a night.

"We still haven't solved my problem, Terry, remember that's why I bought you dinner" Jacob grinned.

"I have some time tomorrow afternoon, why don't I drop by your office, and I can fill you in on the next piece. In between your job is to practice the Platinum Rule and see what difference that makes. See you tomorrow." I smiled.





CHAPTER 4:

The Platinum Rule in Action

The next morning, I spent in meetings in the financial district of downtown Singapore, which worked out well because West IT's offices were walking distance from where I had my meeting. I walked along busy Marina Boulevard and found my way to the Marina Bay Financial Centre and caught the lift to the 19th floor. On entry to the West IT premises I was shown into Jacob's office.

As we shook hands it was obvious that Jacob was pleased to see me. "You won't believe what happened this morning Terry" Jacob enthused.

"I give in, why don't you tell me."

"I was walking past Irene's office this morning, she spotted me and shouted out across the room 'Jacob,

have you got a minute?’ I stopped and went into her office; she immediately jumped to her feet and spoke.”

“I’ve been thinking about your suggestion to have a team building offsite and I’ve been on the phone and got some quotes from two hotels at Resorts World, the Equarius and the Ocean Suites. The Equarius is more your usual hotel, though the Ocean Suites is amazing, they have rooms that actually look into their aquarium, it’s as if you are under water, they are sensational. Imagine what fun that would be.”

“My first reaction was to say, we haven’t even agreed on a single course of action let alone an offsite event, when I thought of your Communication is the Response you Get and then The Platinum Rule. Instead of interrupting, I simply said “Oh, that sounds interesting Irene, it will be good to have that information if we agree to go ahead with that idea. She smiled broadly and you could swear I had just given her a huge pat on the back.

How about you collate those costings when you get them and have the information ready for our next team meeting. That will no doubt save us some time in the planning stage should we agree to go ahead with that idea.”

“Consider it done boss” chirped Irene, just as her phone rang and she diverted her attention to her mobile.

“I was quietly congratulating myself, I got the response I hoped for, I stopped my initial response and changed my behaviour to meet her enthusiasm, when I almost walked straight into Dennis.”

“Good morning, Jacob”, he greeted me enthusiastically, “Would you have time for a quick meeting to discuss the Help Desk, I have a couple of ideas on how we can improve the service times and raise the customer



feedback stats.”

“Sure, what did you have in mind?” I asked.

“How about right now, I want to take action to fix this problem quickly.”

“He caught me off guard, I didn’t really have time right then, however I didn’t want to curb his enthusiasm and I had the Platinum Rule at the forefront of my mind. I briskly responded, “I don’t have time right now, I said, whilst swiftly scrolling through my diary, “How about 4pm, I have a spare 45 minutes then.”

“Perfect” he said, “Though we won’t need that much time. See you then.” With that he turned and walked off at a brisk pace.

“Congratulations Jacob, you’ve done very well, you listened and got the response you wanted from your communication, and you adapted your behaviour slightly to accommodate each person, you’re a fast learner.” His face lit up across the table.

“Yeah, well that was the easy part, what am I going to do to solve this problem I’ve got. How do I get Dennis to stop badgering his staff to work faster, when they should be working smarter? I don’t want to dampen Irene and the sales team’s enthusiasm, yet if we keep making sales like she is, we won’t be able to keep up with delivery. Of course, that leads me to the next problem, how do I speed Sam and his team up to get more staff and finally how do I get Catherine’s team working more efficiently?”

Each one of my team needs a slightly different approach, it’s not an easy companywide fix.”

“Truer words were never spoken Jacob and that’s exactly what I want to discuss with you today, how

to work with those four different styles and how to maintain your sales, increase efficiency and improve team harmony. I'll just get out my magic wand! Just joking mate." I laughed.

"Seriously now, the one thing I want to go over with you now is that DISC Model I started telling you about last night. Once you understand that, you will have a much better idea of how to solve these issues. So much revolves around understanding your people and working to their strengths and shoring up their weaknesses."

"I'm all ears," he said.

"Remember I said there are four basic behavioural types, the Dominant, the Influencer, the Steady and the Conscientious or the Red, Yellow, Green, and Blue? You have the luxury of having one of each of these types on your Leadership team with you. From this moment forward, your job is to understand which person fits which type and then to apply the Platinum Rule constantly and adjust your behaviour to slightly suit that person so that they will do what you want them to do."

"Is it that simple?" He quizzed.

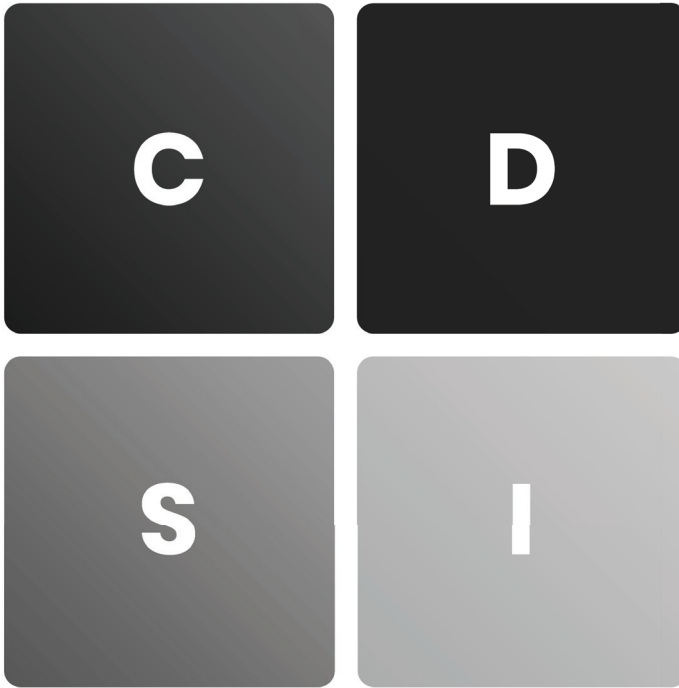
"In essence, yes, so listen carefully, I'll give you a quick overview of the four types, then I'm going to tell you how to spot those types in action, then I'm going to coach you through a process of understanding the characteristics of each type and how to work with them. Once I get you mastering this, we are going to share this information with your leadership team and then the whole organisation. If you adopt this, it may well be the secret to your ongoing success."

"Bring it on brother", he grinned.



An Overview of The Four Types

I went up to his whiteboard and drew one large square and then dissected the square into four equal quadrants.



Here's the diagram I drew

Dominant

"On the top right we have the Dominant, or High D. The High D is usually represented by the colour Red. In your team that is Dennis. Think about Dennis for a minute. He's always happy to take charge; he acts quick and makes decisions fast. He likes to make things happen, decide, and do. He can become a control freak and be impossible to deal with. Finally, he has the ability to upset others by his words or actions, however he really doesn't mean to.

How am I going so far? Is that Dennis?"



“You’ve nailed him,” Jacob said.

Influencer

“On the bottom right is the Influencer or the High I. The High I is usually represented by the colour Yellow. At West IT, that would be Irene.

Let me see if I get this right. Irene is a big picture thinker; she loves the world of ideas and can be very creative. She is great at starting things, just not always good at finishing them. In a meeting she may take over and soak up all available airtime espousing her theories or ideas. Though her rapid idea generation can quickly degenerate into fiction or impractical scenarios if you let her get carried away.”

I didn’t even have to check, Jacob jumped right in “Yep, that’s our Irene.”

Steady

“At the bottom left of the quadrant is the Steady, or High S and your Steady is Sam. The High S is usually represented by the colour Green.

I’m guessing Sam is a salt of the earth kind of guy, genuinely caring and pleasant to hang out with. He will stand by you through thick and thin. Although he is reticent to express his opinion, he will rarely take a stand about anything. Sam could be described as wishy washy because of this and his indecision at times kills the energy in the room or in the team.”

Jacob sighed, “Yep, that’s our Sam, so steady and reliable, yet so boring at times.”



Conscientious

"There's only one option left, the last quadrant is at the top left and it's the home of the Conscientious or High C. Of course, the only option left is Catherine, and she is such a High C. The High C is represented by the colour Blue.

Catherine loves structure, process, and rigour. She will check something twice before acting and will only take action if it is safe to do so. She does keep a cool head under pressure though and her critical thinking can easily turn into suspicion, which leads her to question everything and everyone when faced with a new idea."

"Oh, kill me now" said Jacob, with his head in his hands. "That is absolutely Catherine, she is so good at detail and yes, she is so good at it, that she does become suspicious when I propose an alternate approach. Now it all makes sense."

In Summary

"Jacob it's like this. The behaviour patterns I'm talking about here are how others would perceive the behaviours of each of the four types. The interesting thing is that each type regards themselves in different ways. The Dominant and the Influencer tend to think they are ten foot tall and bulletproof, they are invincible. They often have inflated egos and magnify their strengths, while minimising their weaknesses. Because of this they don't get bogged down in facts or thinking too hard about implementation, they just go for it. Any opportunity is a good opportunity.

That would be your Dennis and Irene.

Conversely the Steady and the Conscientious take a lot of time to examine their options and may get stuck for fear of being hampered by their perceived weaknesses



or shortcomings. Of course, they can be very talented people, however, they tend to ignore their strengths. These same people shun positive feedback, preferring to gloss over it and focus on the minor error they made instead of basking in the glory of their success or triumph.

You know who this is? Your Sam and Catherine.

Jacob nodded in agreement and although he had a pained look on his face, I knew that what I had just shared had lightened his load a little and helped him make sense of the very people that had been driving him mad at work. We were on the way to understanding and with understanding comes options and with options comes change. All I had to do was steer Jacob and that changed toward a positive outcome.”

The Turning Point

“OK Jacob, your call, we have two options here and you get to choose.

Option One, I can give you a detailed overview of each of the four types, which will give you a deeper insight into the personality of Dennis, Irene, Sam, and Catherine, not only that it will give you clear guidelines on how to manage them and bring out their best in the future. More importantly though, it will give you clear insights into how to get what you want and need from these people without manipulating them in any way shape or form. This is not some form of hypnosis or fly by night stuff, this is the science of human behaviour”

Jacob interjected straight away, “That sounds so tempting right there, what’s option two?”

“Option Two, is even better, I’m going to teach you how to identify these four behavioural styles in anyone you meet, not just your four recalcitrant managers. It’s



not that hard to learn how to observe behaviours and quickly identify a person's style. Once you master this skill, you will become a master communicator, a master salesperson, a master relationship specialist. Sadly though, you will never be able to call yourself 'A Relationships Management Specialist', because I own that title." I smirked.

"I can see why you've earned that title too, just based on what you've told me, and you haven't even met these people yet, you've nailed them so accurately."

"So which option are we going with?" I asked. Jacob scratched his chin and pondered his choices carefully.

"I choose Option One, I think. I really want to get on top of my direct reports first, then if you can teach me how to identify other people's behaviours, I can begin to use these new skills right across the organisation. You know what I'm jumping ahead now, teach me how to do this, then you can teach everyone in West IT. We'll become a force to be reckoned with in the IT Industry. Our sales team will make more sales, our service delivery team will no longer receive complaints, our help desk will charm all of our clients and our teams will be so happy working together, Irene will get her wish, it will be fun working at West IT again. Where do we start?"

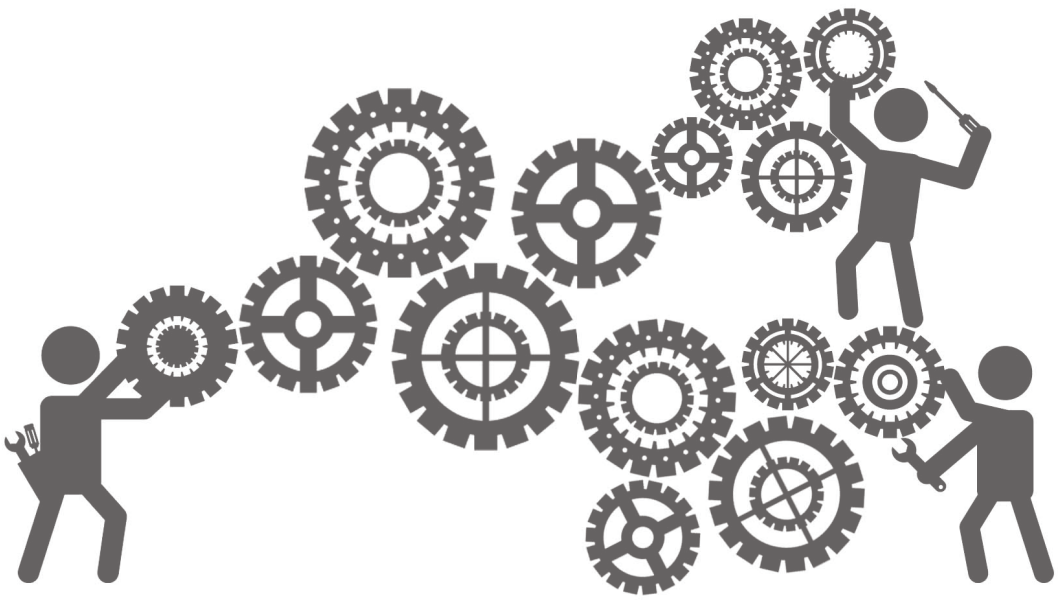
"Whoa, slow down fella, one step at a time," I cautioned. "I do like you're thinking though and yes, I can easily train everyone in your organisation how to do this, however, let's take a few baby steps first and get your level of understanding up, so you can deal with Dennis, Irene, Sam, and Catherine. How much time can you give me?"

"I've got about 90 minutes before my next meeting, how much time do we need?" He quizzed.

“I can do Option One easily in 90 minutes, I’ll go over each of the four styles in detail and help you understand their general characteristics and how to manage them to bring out their best, sound like a plan?”

“Let’s do it.” he said, leaning in and grabbing a fresh writing pad and pen.





CHAPTER 5:

Dennis the DOMINANT, the High D, or Red

To make this easier I'm going to go over a standard set of characteristics for each style starting with the Dominant, that way you will have a good set of notes that will help you compare the four styles and make it easier to digest. This is typically what I would do in a training program and when it comes time to train your staff, this is one of the first steps in the training process.

I'll cover things like:

- How Others Perceive the High D, I, S, or C
- Their Workspace/Their Office Walls



- Their Activity Level
- Using the Telephone
- Emails
- What to Look and Listen for With a High D
- High D Under Stress
- Decision Making Patterns
- Preferred Occupations

Shall we begin?"

How Others Perceive the High D

"Let's focus in on Dennis now, after all he is the quintessential Dominant/Red and they make up about 10% of the population. I'm assuming you encourage open communication here?"

"Well, yes of course," Jacob replied.

"The problem with a High D is that their version of open communication can differ a lot from what others may think it is. Their communication is very direct and to the point, they often say things which seem perfectly sensible to them and downright insulting to others.

Once upon a time I worked in the Brisbane City Council, I was a senior HR Consultant in a small seven person HR team in one of the Divisions of Council. My boss, Barbara, was a High D/Red and was very direct in her communication. Early on in my time working with her she called a team meeting. Now you may never have worked in HR, so HR team meetings were often fun filled occasions where a group of mostly Influencers or High I's gathered to tell stories, laugh, and eventually get some business done.

That was not my experience that day. Barbara ran the meeting very efficiently, she stuck to the agenda like



glue and before I knew it, I was out of her office with my head spinning. The meeting was done and dusted in twenty minutes sharp. Afterward, I made my way to the gents and on my return, I passed our reception desk to find Nicole, our young receptionist sobbing into a tissue. Are you OK Nicole?" I enquired gently.

She looked up at me and nodded, "It's just bloody Barbara and what she said", she hissed at me.

"I rounded the corner and walked by the photocopier and there was Luke, one of my teammates loading paper into the paper drawer. He jammed the paper into the tray and slammed it shut, then he got the sheet he wanted to copy and flopped it onto the screen and slammed the lid shut and literally punched the go button with his closed fist. You OK Luke?" I enquired.

"Yeah, it's just bloody Barbara and what she said," he fumed.

"During the meeting Barbara had been very direct with both Nicole and Luke and this was the outcome. I couldn't let this go, so I went to Barbara quietly, closed her door and said, "Do you realise the impact of what you said to Nicole and Luke during the meeting?" She just looked at me bewildered, "What do you mean?" she said.

"Well Nicole is out front sobbing into a tissue and Luke is down the back banging up the photocopier because of what you said to them during the meeting." She looked at me like I was from an alien planet, she had no idea that her direct form of speech could offend anyone.

"You see, the thing is with a High D they say or do things that from their perspective are done with the best intent, probably focused on a goal or outcome, however they may sometimes offend others. That's another thing about a High D, they are very goal focussed, they make a plan and execute that plan very

well. Once they are on a mission, they don't have a lot of time for small talk."

Jacob jumped right in "Oh that is so Dennis, I was in the kitchen last week and he was making coffee. Janine from Sales, who must be a High I like Irene, had already made her coffee and was happily chatting to Dennis and sipping on her coffee. As soon as Dennis had made his drink, he listened to Janine for about 30 seconds more and cut her off abruptly to say, 'Lovely chatting Janine, I've got work to do' and he turned on his heel and walked out. Janine was stunned and muttered something like 'Haven't we all' and then turned to me and began chatting with me while she continued to sip on her coffee."

"That's a great observation Jacob, you see our behaviours are constantly on display, you just have to keep your eyes and ears open, and people give away their behavioural style all the time" I said.





TERRY'S TIP

*A High D/Red is easily
bored with superficial talk*

Stick to the agenda

Avoid wasting their time



"A High D is not anti-social by any means; however, they allocate an amount of time for being social and then when that time is up, they move on."

"The next thing to be aware of with a High D is that they think of themselves as being the leader, no matter what. A lot of High D's are by nature drawn to leadership roles and if there is no allocated leader, they will take charge naturally. Imagine if we had to take your whole team over to Suntec Convention and Exhibition Centre. The D would first be marshalling people onto the bus, getting them to take a seat, would do a quick headcount to make sure everyone was on board and then would want to even drive the bus themselves.

Picture this we would be driving down the East Coast Parkway at 100 kilometres an hour and we hit a bump, the bus jumps, and sways and then the High D driver, Dennis perhaps, looks in the rear-view mirror and sees a dead body on the road. They were so focussed on the goal, arriving at Suntec on time, that they didn't even see the person step in the way. In fact, if they had seen the person step in the way, they would have loudly honked the horn and probably shaken their first well before thinking of braking, because that idiot had got in the way of their goal. How dare they!"

Jacob laughed out loud, "That is just Dennis in action, once he gets going, don't get in his way."

"Think about his comments from your meeting the other day, what did he say?" I pondered. "Something like 'There are people in my group that I have to push and frankly that drives me mad at times, I don't understand why people just can't get on with it.' Again, this is another High D characteristic, they must be in control, and they will push others to comply.

The interesting thing is that most D's don't mind delegating tasks, even enjoyable ones, however



they will check in with their team members to check progress regularly, often too regularly. If they perceive the task hasn't been done or perhaps it's not been done to their satisfaction, they will simply take it back and do it themselves. Sometimes they don't even bother to delegate to some people as they say to themselves, I may as well do this, then it will be done properly.

The final piece to remember about the High D is that they can be quite solitary in their thoughts and actions. In a lot of organisations, we are surrounded by people, we group people into teams and mostly people enjoy working in these groups as they get to interact about work and of course about life in general. A High D has a sharp eye and if they see something they want, they don't muck about, they just take it, or at the very least, they will fight for it.

Again, this rubs others up the wrong way, so the Influencers and the Steady's would rarely do such a thing. They would think more about the team or group and consider if someone else wanted the item, before they moved to take it. Even in conversation, High D will focus on themselves much more than the team. Remember Barbara?"

"Yes of course", Jacob agreed.

"I was working with her to solve a conflict issue between two staff in one of our business units. These two guys had come to an impasse and World War three was about to break out if we didn't find a way to pour some calming oil on the waters.

The first step we took was to interview each person separately, to establish the facts and find the root cause of the problem and then hopefully find a way to bring the two together to some amicable agreement. The first guy we interviewed said that he was struggling with the burdens placed on his shoulders by his supervisor. He was struggling to get a good night's

sleep, he had lost his appetite, he was struggling to maintain productivity, he was struggling with life, the universe and everything! “

OK, I may have exaggerated a bit there!

Anyway, after we interviewed this guy, Barbara and I were going over our notes and talking through options, she just blurted out.”

“I think this guy is just a whinger, he complains about everything, we’re paying him a good salary, he has a nice office and a company car. I think some people just get carried away with their emotions. I would never end up like this, I think he should just pull himself together and get on with it.”

“Ouch!”, exclaimed Jacob.

“Precisely, Ouch, the Dominant can be a tough cookie at times.”





TERRY'S TIP

*A High D/Red is not so
interested in the
emotional issues
They like to stick to the
cold hard facts*



Their Workspace/Their Office Walls

"Let's change pace" I suggested, tell me about Dennis' Office.

"Oh, OK" he responded, "let me think. His office is one of the larger corner offices, because he is a Department Head of course."

"Of course," I agreed.

"When he joined us, he insisted that he get this special desk, it's huge and has a stand-up option built in, at the time it was a one of a kind desk and really stood out. He does work standing up, though he also has what could only be described as the ultimate 'power chair' to sit in behind that behemoth."

"So far, you have described the typical High D desk." Jacob smiled and started to warm to the task of describing Dennis' office.

"On that desk he often has piles of paper, however they are always stacked neatly, almost regimentally, he has an In and an Out basket and they are always bulging. Oh, and he has a huge trophy he won at a charity golf day last year, alongside a couple of smaller trophies he won for something or other on a side table.

On the walls he has his undergraduate and postgraduate degrees framed and on display, plus he has a commendation certificate from the IT Management Association, he's very proud of that one. He has a massive year planner and a whiteboard to plot and scheme on.

The funny thing I noticed the first time I went into his office was that he has a small coffee table and a couple of visitor's chairs, however depending on who you are will depend on whether he comes out from behind his desk to sit with you at the coffee table or whether he



stays behind his desk.”

“Why would he stay behind his desk, do you think?”
Jacob’s eyes lit up.

“To show he’s the all-powerful leader in the room, I never thought about that before.”

“A Dominant or High D and our Dennis will always want to be sure to let others know, he’s in charge” I said.

TERRY'S TIP

*A Power Desk
may indicate a
High D/Red*

Their Activity Level

“Let’s move on then to Dennis and his energy levels. I bet he is constantly on the move, striding purposefully through the office, again thinking only about meeting the goal or purpose he has in mind at the time.”

“Yes, don’t get in his way” Jacob mused. “Sometimes I pass him in the hallway and the best I get for acknowledgement is a grunt. He can be so brusque at times. And getting time in his diary is like winning the lottery, he is always busy.

He does make the effort to fit me in, though will start the meeting with, I’ve only got 15 minutes, sorry, what do you want. There’s no airs or graces about Dennis, he is never going to sit down and have a chat over coffee before getting down to business, like Irene does. The other thing he does is constantly glances at his watch, to signal that his time is precious or that we are drawing close to the end of his precious 15 minutes he squeezed in for me. The crazy part is, I’m his boss, yet I feel like he’s doing me a favour by allowing me to speak to him.

What I have noticed though is that occasionally, when he is really under the pump, he relies on a more educated guess rather than researched facts. Only once or twice has this got us into trouble, however I’m wary of him at times and can tell when he’s stressed, so I usually double back and check his work somehow.”

“That’s a great observation Jacob, keep that up, it will save you from a disaster one day,” I encouraged.

“Having said that though, I have to say, when the pressure is on, Dennis delivers, he rises to the challenge, burns the candle at both ends, if necessary, to complete a report, negotiate a deal or placate a recalcitrant client. You know, I think at times he lives

for those moments, he thrives on the pressure and never hesitates to put his hand up for more. I think some days he's a machine."

"You may well be right," I agreed, a machine without a heart or conscience at times.

Using the Telephone

"Dealing with a High D/Red on the phone is easy, as long as you are brief and to the point. If you get a phone call from a High D, they will not start off with pleasantries, they will get straight to the point. It will go something like this "Morning Jacob, I've got your bid for our IT support, can you tell me how many staff will be assigned to the delivery of our project?"

Once they find the information they need, they will be gone as quickly as they arrived. 'A total of ten dedicated staff, OK, that's great, thank you. I'll be in touch, goodbye.'

They conduct themselves on the phone in the same direct manner as they do in face-to-face conversation. Straight to the point, focused on their outcomes and with as little fluff as possible. That doesn't mean that they will never do small talk, they will allow themselves time to share information. I'm not sure if I've ever told you, I'm the youngest of five boys?"

"No, I wasn't aware of that", Jacob shared.

"Yes, my eldest brother, Neville, is 14 years older than me. He and I are quite close, he keeps in touch with me regularly, we will speak either on the phone or by email every week, no matter where I am in the world. He is now retired and lives in a small country town, called Stanthorpe in Southwest Queensland. Neville is a High D and so much of what I have told you about Dennis applies to Neville as well.



Remember I said a High D doesn't do small talk. Well, what do you talk about to your brother each week, when you are retired? It is possible for a High D to engage socially, however they have a goal in mind underpinning the conversation, to fill you in on the goings on in the last week. Sometimes our calls are structured like this, first of all, how are you, then what have you been up to, then what's the plan for the weekend and even sometimes what's for dinner?" The calls are brief yet efficient, yet still important in our relationship.

It may seem like I've painted all Dominant types as being without feeling or emotion. That's not necessarily true, though their allocation of times for such events is still structured."

Emails

"Emails and phone communication are very similar for the High D/Red. I can guarantee that most communications by email from Dennis are brief, probably limited to a few lines, with no fluffy greetings. Jacob nodded vigorously.

A High D will be brief and forceful; they may mention or highlight a previous conversation and it will include specifics to follow up on. They will probably pose questions that they wish to be answered."

"I regularly communicate with one of my suppliers in the US, he sends an invoice once a month, I respond with an email saying thanks and I've paid the account and his response is usually 'T Y Terry.' That's High D for, let me translate, 'Thank You Terry'. After all, it's so hard to type those extra letters!"

An email may not be closed with any form of salutation and will probably just be finished with the High D's name. I've got into the habit of closing my emails with 'Kind Regards, Terry.' Most High D's will dispense with

that tradition. It's the same if they write on a card or sign a letter. Remember I spoke of my brother Neville? Jacob nodded.

He lived in Darwin in the Northern Territory for eleven years a long time ago. My mother would write to him every Sunday night to fill him in on all the family news. Neville in return would respond to my mother and they corresponded like this until he returned to Brisbane."

"Mum always signed her letters "Much love Mum". Neville on the other hand simply signed Nev, his abbreviated name."



What to Look and Listen for With a High D

I stood up and stretched and grabbed a whiteboard pen. "Jacob, remember I said it's easy to identify a person's behavioural style, all you have to do is keep your eyes and ears open. Let's work with the three most basic communication modes we have, visual, verbal, and vocal. I'm going to write down some things to watch and listen for."

VISUAL	VERBAL	VOCAL
<i>Solid handshake</i>	<i>Talks more than</i>	<i>Talks easily</i>
<i>Can be impatient</i>	<i>listens</i>	<i>Fast speech at a high volume</i>
<i>Bold gestures to emphasise points</i>	<i>Tells more than asks Direct & to the point</i>	<i>Forceful tone of voice</i>
<i>Firm eye contact</i>	<i>Makes powerful statements</i>	<i>Vocal variety</i>
<i>Fast moving</i>	<i>Prefers verbal, rather than written communication</i>	<i>Challenging voice or tone</i>
<i>Well dressed, often with a suit</i>		<i>Speaks in a clipped tone</i>
<i>Flashy jewellery, watch, bracelets, rings</i>		

Here's my notes from the whiteboard

High D Stressors and Behaviours Under Stress

"Under stress a High D/Red can be quite demanding, much more than any of the other styles. Because the Dominant has high standards, they expect a lot not only from others, but also from themselves. If they are very stressed, they will shut out the world and throw themselves into the task at hand that is probably the



cause of the stress. They will work even harder than normal and shut out their colleagues or close friends. In this period, anger is close to the surface, and they can be quite reactive, so you must tread carefully.

Because a High D may be short tempered and or plain angry, they often raise their voice as their excitement or agitation builds, so does their volume. The worst thing you can do here is to ask them to tone it down or lower your voice. This is red rag to a bull behaviour and may result in even more anger and raised voices.

Some typical things that may stress a High D are not being in control of a team. As we have already established a High D will naturally take charge, even if they are not the designated leader. The worst thing to do to a High D is to take away their direct reports, or worse still, give them none in the first place. They crave control, not just of facts and resources, they want to control people.

The next worst thing to do is to give them a job or task, that is not a challenge for them. They thrive on a challenge and without a problem to solve or a crisis to cure, they will wither from a lack of stimulation. If they are forced to slow down the pace, they may be difficult to reinvigorate, as they may believe there's nothing to be achieved.

Following on from no challenge, is the possibility that the High D will not achieve anything. This is the ultimate stress creator for them. They cannot be seen to be unproductive or not making progress. If this happens, they will be on the lookout for a scapegoat, someone to hang the blame on for their lack of productivity.

The Dominant style doesn't like routine, so they can become stressed when they are forced to repeat the same tasks day in and day out. This creates boredom and boredom creates an opportunity to create a



challenge, which means that a High D could run away from the rules, just to create some excitement in their day. If the task at hand looks to be too routine, you are best to allocate it to someone else, rather than let a High D get involved.

A High D hates wasting time, so never plan for them to do nothing, this causes them a high degree of stress. In their mind, they must be kept busy and productive, even waiting in line to order coffee can be aggravating for a High D. A High D is the kind of person that can be talking on the phone, while checking email and tidying their desk at the same time. They claim that their multi-tasking is efficient when it's really an opportunity to fidget.

Finally, making mistakes is another guaranteed stressor for a High D. They can't tolerate a team member that makes mistakes, and they can't tolerate themselves even more when they make a mistake. This often shows up when a task has been delegated to someone that doesn't understand what to do, or someone who simply stuffs up. As I mentioned earlier, if you make a mistake the High D is very likely to take the task back from you and do it themselves. Of course, this just adds more stress to their already stressful situation."

Decision Making Patterns

"The High D is usually quick to decide things and then get on with them. A High D can't bare anyone that stands around when things need to be done. They are like accomplished jugglers; they have the ability to juggle many tasks at the same time. I went to a Professional Speakers Convention in Washington in the year 2000 and there were two guys entertaining us during the luncheon general session. They were called the Passing Zone.

I later got to meet these guys and much later became friends with Jon Wee and Owen Morse, the two jugglers. The day I saw them in Washington, they blew me away, first of all juggling the standard juggler's clubs, then razor sharp machetes, plates, boxes and finally, fully running chainsaws. What staggered me was how they kept adding another complication to their routine, yet still managed to keep all the implements in the air and then finished masterfully with a huge flourish and a graceful bow to rapturous applause, of course.

It got me thinking about behaviours and what it must take to master those skills and how the focus of a High D would be necessary to create such complex yet entertaining routines. The High D can adapt no matter how much pressure is being brought to bear. Logically, you would think, it's OK to drop one or maybe even two of the items they are juggling, however in the mind of the juggler or the High D, this would not be good enough, in fact it would be a sign of weakness.

Here's where it gets interesting though, years later I spoke to Jon about their routines and how they kept changing the routines and how they got more complicated with each iteration. He basically told me that he got bored with the routine, so had to change it up or create a new and even more daring routine to keep his interest up. Remember there's nothing worse than a bored High D!

Jon saw himself as a problem solver and he loved the challenge of solving a new problem and of course that new problem was the newer harder routine. The same applies in business, the High D is energised by problem solving and will work long hours often staying back late to crack a solution, solve a problem, finish a project. This can have a big impact on their personal life, and they may neglect their loved ones at home, causing relationship issues, because of their addiction to work.




Others view the High D as being uber confident, though if there is something they don't understand, they may initially react as if it's a mistake or a misprint. They have a huge self-image, and they must look good at all costs, so failure is not an option."



TERRY'S TIP

*There's nothing worse
than a bored
High D/Red*



Preferred Occupations

I stood up and stretched, grabbed the whiteboard cleaner and cleaned the board. "Jacob, here's a list of typical occupations of a Dominant or High D. It doesn't mean that other behavioural styles can't do these jobs, it just means that a High D is drawn to this type of work."

Here's what I wrote on the whiteboard:

CEO

Politician

Police Officer

Military Officer

Entrepreneur

Owner of a company

General Contractor

Australian Examples - DISC Behavioural Styles

"Of course, it's sometimes easier to recognise a famous person and then relate to their style. Here are some examples of High D Australians that you may know or recognise:"

- Malcolm Turnbull (Politician)
- Tracy Grimshaw (TV Presenter, A Current Affair)
- Gus Gould (NRL Commentator)
- John Howard (Politician)
- Kerry Packer (Businessman)
- Russell Crowe (Actor)

Overseas Examples - DISC Behavioural Styles

“If these Australian examples don’t resonate with you, here’s a list of International celebrities that may make more sense to you:”

- Barbara Walters (TV Host)
- Judith Sheindlin (Judge Judy)
- Donald Trump (US President/Businessman)
- Jeremy Clarkson (TV Host, Top Gear)
- Hilary Clinton (Politician)
- John McEnroe (Tennis)
- Roseanne Conner (Actress, Roseanne)
- Arnold Schwarzenegger (Actor)
- Kamala Harris (US Politician)
- Adele (Singer/Entertainer)

“That’s quite a list you’ve written and of course the name that jumps out for me is Donald Trump, he and Dennis have some things in common for sure.” Said Jacob. “Remember not all High D’s are the same Jacob and all the behaviour styles we go through will have variations, some will demonstrate stronger behavioural traits than others, the key is to observe and analyse. All the time.” I emphasised.

“That just about wraps it up for the High D Jacob, the thing to remember about the High D is that if they ask a question, it will be a What Question.”

“A what question?” Jacob repeated.

“Yes, something like What’s the bottom line or What’s in it for me?” Let’s move on to the HIGH I and talk about our friend Irene.





TERRY'S TIP

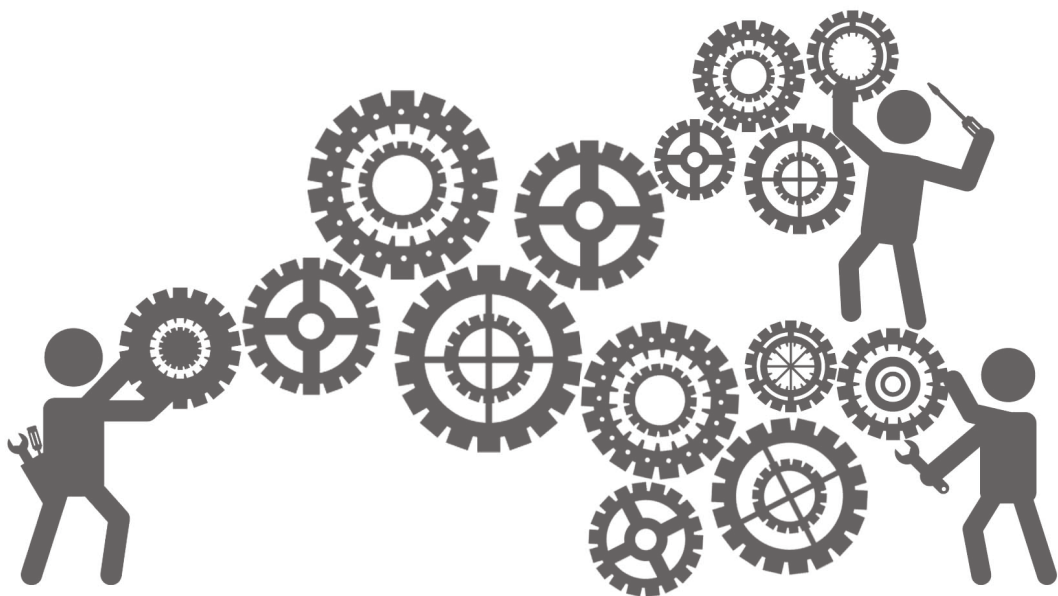
*A High D/Red asks the
“What” questions*

“What’s the bottom line?”

“What’s in it for me?”







CHAPTER 6:

Irene the Influencer, The High I, or Yellow

How Others Perceive the High I

From what you have described so far, our friend Irene is a classic Influencer, High I or Yellow. Influencer's make up about 31% of the population. A High I loves the world of ideas and people and is consistently happy, always finding opportunities to enjoy themselves. They are often surrounded by people, they know lots of people and are very good at relationships, though at times the relationships can be a bit superficial. They often know everyone's name in the office and will greet people by name as they walk through the office. If they don't know someone's name, they will call them by a universal term of endearment.



In Australia, if a High I does not remember your name, they may call you mate and that can evenly apply to both men and women, depending on how outrageous they are or what they think they can get away with."

"Oh, Irene calls everyone Darling" exclaimed Jacob. "She swans through the office and drops 'hello darlings' left right and centre. It seems to apply to everyone, no matter what, I've even heard her referring to customers as darling quite a bit" mused Jacob.

"OK, darling is Irene's term of endearment when she can't remember a name, or maybe she just uses that because it's easier than remembering everyone's name too."

"It's almost like someone turns on a blast of fresh air and sunshine when Irene walks in to room" enthused Jacob.

"Let me guess, she will be the one surrounded by a small group laughing and talking, the centre of attention, I suggested as Jacob nodded. A typical High I will be the one that brings humour and joy to the office, everything they do becomes an adventure which they later have to share with anyone that will listen. They often hold mini conferences in the middle of the work floor, entertaining those nearby with how they overcame the latest drama or rescued their client from an impending disaster.

Their weekend adventures are legendary and always fun. A High I is usually the one talking and giving answers, rather than asking questions. If they are asked, the answer they give to a question may not have anything to do with the issue at hand. They are very good at what I call 'Bright Shiny Objects Syndrome,' they start an activity and are easily distracted by something that looks, or sounds far more entertaining than what they started, so off they go on a tangent, chasing a bright,



shiny object.

This can be very frustrating for their boss or work colleagues at times, particularly if they are a High C, as this is totally opposite behaviour for the High C. Because of this Influencer's are very good at starting things, just not so good at finishing them."

"Oh, tell me about it", moaned Jacob. "I really have to ride Irene sometimes to just finish stuff, she is brilliant with ideas, and she loves brainstorming or what I call blue sky thinking, she just does not often bring a project over the line in a timely manner. You know what though? I've found that if I have a regular meeting with her on a project, I can usually get her to stick to the agreed timeline."

"Ah, clever boy, Jacob, you're already ahead of the game on working with a High I, that is precisely what you must do from now on when you work with Irene. Set regular meetings with her and keep asking about agreed goals or outputs. Though you have to be careful, if she thinks you are driving her too hard, she may just shut down and dig in her heels to do things her way, no matter what you say or do. The key to getting Irene to perform is to make her look good, especially in front of her peers or her team. Heap praise on her when she meets a goal, tell anyone that will listen what a good job she and her team are doing. This is one the simplest ways to keep her on track and willing to work for you."



TERRY'S TIP

*Heap praise on an
Influencer/Yellow*

*Especially in public to
keep them producing*



How Others Perceive the High I (Continued)

"Let me guess, if we had a popularity poll, Irene would win hands down out of the four Department Heads you have. Am I correct?" Jacob nodded.

"Absolutely, she would be my most popular Department Head by far, people just love her fun and easy-going nature."

"Not only that," I said, "She will be popular because of the way she gets people's attention, she probably makes people feel important and generally, she's just nice to be around. There's an old saying, 'You catch flies with honey' and Influencers have mastered that art. Sometimes Dennis can be a bit tedious to be around, though, I'm guessing not Irene, she and her team are always having fun."

"You have nailed that one", said Jacob leaning back, with a grin on his face.

"Influencers are often touchy-feely people too, they make decisions on their gut instinct, rather than a bunch of facts and figures. They will often say something like 'It just felt right, so I went with it'. The interesting thing is that research shows that gut feelings shouldn't be underestimated, and they are often more correct than we give them credit for. Influencers make decisions quickly and when asked can rarely explain their reasoning behind a decision.

"I have a business colleague Angela, that lives nearby in Phuket. She is an interesting mix of High Influencer, followed by Dominant. In terms of relationships though, she shines. No one can say anything negative about her, she is so easy going, yet so supportive. She excels at social media and advises large corporations how to manage their social media interactions with the outside world. I have yet to meet anyone that will say anything

negative about her and doesn't immediately like her.

I saw her at a conference last year in the US and she easily made friends with so many people, she just has this unique ability to connect with people, then she cements those relationships later with amazing positive comments on social media. At this conference, she and I were part of a charity group that had a hospitality suite where members gathered after hours. She was often the first to arrive and the last to leave and she was never standing alone, in fact like a true High I, she was surrounded by a bunch of people, all in fits of laughter, as she regaled them with comments about the sessions she had seen during the day at the conference.

I've had the pleasure of visiting her at her house in Phuket and both she and her husband Stuart can see positive traits in every person or situation they encounter. They were so welcoming, and their easy-going disposition made the visit a happy and enjoyable experience from the minute I entered their house. On the first night we sat around the pool talking and laughing late into the night and we may have had one or two too many Cointreau on ice. The next day Angela did not look well, when I commented she said something like 'I feel fantastic' and gave a 100-watt beaming smile to confirm the obvious lie. The thing is, there is no holding down a High I and they will refuse to be a dampener in any situation.

Angela will talk to anyone, even strangers. She is not shy and makes conversation easily, making those strangers feel comfortable very quickly. At lunchtime at the conference, I watched as she sat at a table of ten and charmed every last one of them in no time at all. Angela is also a high energy and passionate person, she is committed to saving the planet from overuse and poor management and whilst she holds strong views, she has a natural charm that gets people to come along on the journey with her. She is naturally curious and



will research articles or journals that add weight to her convincing argument for people to get onboard and work to save the planet.

I mentioned she advises companies on how to influence using social media, and like most High I's she has a huge following. Influencers will have the most contacts on Facebook, Instagram, or LinkedIn, or if you check, they will have the most contacts on their phone. They naturally attract and accumulate people. The crazy part about having all of these contacts though is that they have a great ability to keep in touch with them and most people can tell you what's happening in the Influencer's life if you ask.

"She sounds an awful lot like Irene to me," said Jacob, "do they just make all Influencers the same at some factory?", he grinned.

"That's too funny Jacob", I laughed. "They may just do that! One thing I can tell you is that most Influencers have unlimited optimism and enthusiasm. Very little poses a problem for them, though this can also let them down at times, as they can sometimes be so positive about everything, they agree to too many things. They have such an optimistic outlook; they will usually say yes to a task believing that they will get it done in no time at all. When the rubber hits the road though, they sometimes realise they have bitten off too much to chew. Circling back, this is why it's important to keep checking in with them to make sure they get all their agreed tasks done.

A smart Influencer will always surround themselves with others that are finishers, a smart High I manager will always have an assistant that reminds them of their key tasks for the day and prevents them from chasing too many bright, shiny objects."

"That makes sense actually," said Jacob, "Irene has a great personal assistant, Vicki and I often wondered

who was responsible for getting tasks done whether it was Irene or Vicki quietly pulling the strings in the background.”

“Influencers naturally have creativity inbuilt in their system. They are never far from a new idea or a better way to do things. I once did a consultancy with a Government Agency, I worked with a Human Resources Department helping them do a reorganisation of the work process within their department. I saw this creativity in real life.

“A line manager approached one of the HR Consultants, Chris and stated that they wanted to take a certain course of action. Chris clearly was not a High I as I watched him pore over his computer which contained the current policies and procedures. He read and reread chapters and paragraphs, while the manager waited patiently. After several long minutes, Chris responded, I’m sorry dear line manager, you can’t do that, it says so clearly here in the policy documents, you will have to go away and have a rethink. I could see the line manager was not happy with the answer.

“Interestingly the next day I saw the same line manager come back and speak to a different HR Consultant, Larry. Now Larry was clearly a High I as he listened carefully to what the line manager had to say and responded immediately without consulting any policies or procedures. Well dear line manager, technically you can’t do that, however I think there is a way around the rules if we walk very carefully. Are you willing to give it a go? You can guess which option the line manager went with, the High I, Larry of course. I never did stay around long enough to see the outcome of the shortcut or the work around that Larry concocted, however he did seem very confident that it would work.



TERRY'S TIP

*If you want a creative
solution or alternative*

Ask a High I/Yellow

How Others Perceive the High I (Continued)

“The one final thing I want to share with you about an Influencer Jacob, is that they don’t do routine very well. Because of their love of creativity, they don’t handle doing the same things over and over very well. Never ask or expect Irene to do the same thing at the same time each day, she will wither up and die. OK, I’m exaggerating, though you get the idea. If you force a High I to do too much routine, they will get bored very quickly and once they get bored the outcomes usually aren’t good.

One possible outcome is that they will delegate the onerous routine task to a subordinate or colleague, which is not too bad, providing the task gets done. If they can’t delegate, they may become playful and find a shortcut or work around to avoid having to do the task or to alleviate the boredom. This may work fine for a period of time until the wheels fall off and the dodgy work practice is exposed.”



TERRY'S TIP

*Avoid allocating boring
or routine work to a
High I/Yellow*

*You must engage their
creative side where
possible*

Their Workspace/Their Office Walls

“Tell me about Irene’s Office Jacob”, I asked.

“Where do I start,” Jacob mused, “have you been to a bomb site, because that’s what Irene’s desk and office looks like. Seriously there’s papers everywhere, it looks so disorganised, however if I mention that to her, she gets very defensive and tells me she knows exactly where everything is. She will even go through the charade sometimes of searching for a document and after several futile attempts will pull the prized document from under a pile somewhere and say ‘‘ See, I told you I know where everything is!”

“Let me guess, has the desk spilled its contents onto the floor as well?” I joined in.

“Yes, not only is the desk full of untidy piles of paper, the floor has a collection as well. I’m blown if I know how she manages to get her work done some days, as I look at her desk, she seems so disorganised.”

I laughed, “I once visited the chief legal counsel of a large government agency and was shown into his office which had piles of files neatly tied with pink legal ribbon stacked across the floor of his office. There was a pathway to his desk and to the visitor’s chair and I guarantee not one square inch of the floor was visible anywhere else in the office. His desk was equally occupied with piles of files.

“Does Irene have anything on her walls?” I enquired.

“Yes, she does have an abstract painting and two huge motivational posters framed and hung right in front of her desk, where she can see them best, I imagine. She also has a pin board with postcards and pictures of faraway places plastered all over it. In some ways it resembles her desk.” The thing to remember with an



Influencer is that they are often very visual people and like to have things where they can see them.

"If Dennis has a 'power desk', what does Irene have?" I asked.

"She has a glass topped affair, though you rarely see it, plus some fancy ergonomic chair and she insisted that she had to have a lounge, two tub chairs and a coffee table in her office for meetings. She never meets anyone at her desk, she always sits with them on the lounge or in one of the tub chairs. She also insisted we have a good coffee machine so that she can offer good coffee to her prospects or clients when they visit. I wasn't sure whether the coffee was for her or them at first, however she is very proud of giving good service and as she says, it's important to start a relationship off on the right foot."

"Well High I's are all about relationships, remember" I added.

"A High I will often tidy up at the end of the day or the end of the week and sometimes find amazing discoveries under the pile of 'stuff' they just dealt with. I was coaching an Influencer recently and was encouraging them to be more organised. I asked them to complete a To Do list, to keep a better track of priorities. They confessed to me that they found their To Do list under a pile of paper at the end of the week. The good news was that they had completed several the major tasks on their list, without even reviewing the list daily like I suggested. So sometimes there is merit in asking an Influencer to be more organised."

TERRY'S TIP

*A High I/Yellow can
be easily identified
by their seemingly
disorganised
workspace*

Their Activity Level

"We now know what Irene's office looks like, what about her energy levels?" I asked.

"Irene likes to go where the energy is, she is fast paced and sometimes moves as fast as she talks and that's fast. She bounces around the office flitting from here to there with a purposeful stride, though she still manages to interact with people along the way. If I see her and want to speak to her, she will often say, can't stop, walk with me. She's happy to talk and functions well on the go, Jacob enthused.

She is rarely in her office for any length of time unless she has a client or prospect meeting her there. For the rest of the time, she's out talking to her team, encouraging them, joking with them, and sharing her enthusiasm around. I have to say she can be infectious, and her frenetic pace has a rub off on her team. They seem to love the fast pace she sets for herself and others.

She has a unique way of expressing herself at times and I have to say it affects all my senses, she doesn't just talk, she expresses, she uses her whole body, if that makes sense? I nodded enthusiastically.

It's almost like conveying the message is just as important as the message itself. She never misses a chance to shake someone's hand and she gives small thoughtful comments to others to engage with them and to make them feel important. I've had many compliments passed to me from satisfied customers, about how she connected with them and then went above and beyond to do what she promised.

Having said all that, she still bugs me by not giving me her monthly sales reports on the day I've asked for them. When I chide her, she rushes away talking over her shoulder about a more pressing issue that she

absolutely must deal with. I have to say, it's hard to get mad at her at times, as she clearly gets on so well with our key stakeholders and her staff."

Using the Telephone

"What's she like on the phone?" I asked.

"Oh, she is so different from Dennis, he is all about action and a man of few words, Irene on the other hand is all about the other person and a bucket load of words!" I giggled.

"Well, a typical High I/Yellow will begin a conversation by introducing themselves and then asking the other person How are You? Or What's happening today? Sometimes they can be so animated that their energy transmits down the phone line if that is possible!

One of my Influencer clients told me his wife says he will be buried with the phone against his ear. That's because an Influencer will use their phone to fill in time if they are bored if they are lonely or to fill in time while they are driving somewhere. I regularly get a call from an Influencer friend when he is driving somewhere. Once I figure out who it is, I'll usually say, where are you going today and then he'll tell me, in lots of colourful detail. I'll get a running commentary on the driving skills of other drivers, what people on the footpath are doing or what the council should be doing to alleviate traffic congestion on the route he's taking. The phone is an Influencer's best friend.

This same guy will call me from his hotel room while he is interstate or overseas, the crazy thing is that I can usually hear noise in the background and the conversation can become stilted at times as I've learned that he can't just focus on me, he must have the TV on the background as well. The conversation goes quiet at his end from time to time as he becomes more involved



with the TV than me.”

“Oh, that’s funny you say that I’ve had similar conversations with Irene, when she travels to Hong Kong or Thailand,” quipped Jacob.

“Irene has this almost roller coaster way of talking, her voice goes up and down depending on how excited she gets or how emotionally attached she is to the topic. If she gets worked up, she will often ask if I feel that way about the client or issue too, like she is looking for emotional support. A phone call with Irene is always going to take longer than any of the other Department Heads, though I must confess a conversation with Irene is way more interesting, than a conversation with Catherine, though we can talk about her later.”

“I have trouble shaking her off the line sometimes”, confessed Jacob.

“Ah, I have the solution for that, you simply say, it’s been great talking to you Irene, I look forward to a full briefing when you return to the office on Wednesday, we have a meeting scheduled at 9am. If you say it with enough enthusiasm, Irene will look forward to telling you all about it on Wednesday.”

“I’m definitely going to give that a try next time, thanks.” Smiled Jacob.

Emails

“Emails with Irene are going to be different to Dennis as well. Remember we talked about Dennis and his one sentence emails, well you can expect Irene’s emails to be almost the same as she speaks, they will be friendly and effusive.” I mused.

“Yes, they surely are,” replied Jacob. “She will always open with a personal greeting, even if we have just



passed each other in the hallway and I can almost hear that rollercoaster speech thing, the rise and fall of her voice, it comes across in the email. She never misses the chance to use an exclamation mark or perhaps an emoticon to emphasise some point.

Again, if she is travelling, she will regale me with some tale or adventure before getting down to business. She will often press send and then immediately follow it up with another comment or even comments. I have had up to three follow-on emails where she forgot to tell me something and often open the email with pressed send too soon, sorry...

The other thing that annoys me at times with Irene is her use of social media to promote a product or initiative, she can overdo it in my opinion, and she goes off brand at times, however she is head of sales and marketing and again, the figures support she's doing a good job, so I guess I can't complain. I think her personal assistant keeps a check on what she's doing though she can't always stop her posting while she is travelling somewhere in Asia.

Irene always finishes her emails the way she started, with some kind of personal farewell or comment. At the very least it will have a 'Kind regards Irene' and her email signature, with Dennis, he sometimes types his name, though other times, I just get a one line telling me something. I could fit a hundred of Dennis' emails into the same number of lines Irene uses sometimes. Oops, I caught the Irene bug there, I was exaggerating a little." We both laughed out loud.

What to Look and Listen for With a High I

I stood up and started cleaning the whiteboard again. "Remember I wrote down the three most basic communication modes we have, visual, verbal, and vocal when we were talking about Dennis?" Jacob



nodded. "I'm going to write the same list now for a High I or an Influencer. Let's have a look at this as I write them. It's the same drill as last time you have to listen and watch for these clues to detect an Influencer. Trust me it gets easier, the more you do it, the easier it gets."

VISUAL	VERBAL	VOCAL
<i>Busy hand / body movement</i>	<i>Willing to share personal feelings</i>	<i>Fast speaker</i>
<i>Animated facial expressions</i>	<i>Shares opinions easily</i>	<i>High volume</i>
<i>Spontaneity</i>	<i>Easily distracted from the core message</i>	<i>Introduces drama often</i>
<i>Oriented toward the other person</i>	<i>Great storyteller</i>	<i>Variable vocal range</i>
<i>Colourful/out there clothing</i>	<i>Time is not important</i>	<i>Changes pitch regularly</i>
<i>Vigorous handshake</i>	<i>Loves words and using them</i>	<i>Almost a laughing/joyful tone</i>

Here's my notes from the whiteboard

High I Stressors and Behaviour Under Stress

"I know things get a bit busy around here, how does Irene handle stress? I quizzed Jacob.

"Hmmm, that's an interesting one, do you understand what happens when a volcano erupts? A lot of molten lava, deadly gasses and toxic ash get spewed out all



over the landscape, well welcome to Irene when she blows a gasket. Maybe I'm being harsh, it isn't always that bad, however she has the ability to go off at a flashpoint. One moment she's travelling along fine and then watch out," Jacob mused.

"I understand Jacob, I know exactly what you are talking about. Under stress a High I/Yellow can go through a few stages, at first, they can be overly optimistic. Remember we talked about their tendency to say yes to everything? Optimism is the emotion of a High I and they are the traditional owners of rose-coloured glasses, so this is a natural by-product.

Influencers are typically very expressive and combine that with their emotional approach to issues at times, they build up a lot of tension under stress. You won't have a lot of trouble noticing that something is brewing as the look in their eyes becomes more intense, their gestures become larger than life and their voice becomes strained and louder.

A side effect of this can be that Irene could become overly chatty, they go into overdrive with their communication, sometimes talking, talking, talking, instead of doing, doing, doing. This talkative mode can include them telling you how busy they are, how they have a mountain of work, yet they are rising to the challenge, as they have to step up and get things done. Basically, they are talking themselves up and doing the hard sell on you, so you know they are working hard. Sometimes this is the storm before the eruption. Around now, they can become unrealistic in how they deal with you, your expectations, or perhaps their people.

Often the next thing to happen is the flashpoint, they erupt, say things they later regret, they may even briefly rant and rave, or make unrealistic demands, which they never follow through on. Once the flashpoint is



reached the emotion drains away pretty quickly and they realise that what they just said or did was probably not appropriate. Remorse sets in quickly and luckily Influencers rarely hold a grudge and they quickly forget there were any problems. Unfortunately, that may not be the case with some of their work colleagues. We'll go over that later."

Decision Making Patterns

"Let's talk about decision making for a moment. A High I/Yellow, as you know can be described as a dreamer, they are good at getting caught up in the world of ideas. So, their persuasive powers revolve around amazing their admirers with big visions and exciting concepts. They love the world of ideas and if you get them excited, they will follow you to the ends of the earth and back again. They are relatively quick decision makers like the Dominant. They have smooth talking tendencies and have what some call the gift of the gab.

"Because of this they excel at sales, and they can influence others to come along on the journey with them. They like expressive actions that create noticeable results. They love change though not as much as a Dominant, so deciding to change, vary a routine or procedure is not an onerous task to them. They can be impulsive with their decision making however and this may lead to regret later. Again, it depends on how they sell the idea or concept. A master salesperson will know to paint a big picture, with rosy outcomes that will make the High I look good and will almost certainly guarantee a sale.

I know a married couple that are both High I's, so their world is a constantly changing fantasy about what they might do in the coming months. One of their friends bought a boat and sailed the boat around the Whitsunday islands for a month. They lived a carefree life and posted about their adventures on social media

daily. They invited the High I couple to join them for a long weekend on the boat, and they fell in love with the concept. On their return to “normal life” all they could talk about was their three days on this boat and how romantic it was, and how they too could buy a boat.”

For the next four weeks they researched boats, plotted, and schemed, scoured banks for loans, inspected boats and talked about sailing around the world and running their respective businesses from the helm of the boat. That was until a friend told them about investing in gold and how they could make serious money from buying a small gold bar now and that in just twelve months, maybe two years’ time, that gold bar would be worth an absolute fortune. Suddenly the idea of investing in a boat was not such a good idea and being gold tycoons was a much better idea, until a friend suggested they could travel and live in Europe for a year on the same money as their proposed gold investment.


Do you get the idea? Can you see where this is heading, yep, the bright shiny object syndrome again. A High I’s decision-making capability is only limited by the next exciting BIG idea.”





TERRY'S TIP

*If you can get an
Influencer/Yellow
excited, they will
go with you
on the journey*



Preferred Occupations

I stood up and stretched, grabbed the whiteboard cleaner and cleaned the board. “Jacob, here’s a list of typical occupations of an Influencer or High I. It doesn’t mean that other behavioural styles can’t do these jobs, it just means that a High I is drawn to this type of work.”

Here’s what I wrote on the whiteboard:

Public Relations

Entertainment

- Acting
- Singing
- Reporting
- Public Speaking
- Being on stage

Professional Host

- Talk Show
- Party
- Restaurant
- Airline

Recreation Director

Politician

Personnel Interviewer

Salesperson



Famous Australian High I's

"Of course, it's sometimes easier to recognise a famous person and then relate to their style. Here are some examples of High I Australians that you may know or recognise:"

- Shane Warne (Cricketer)
- Tim Bailey (Channel 10 Weather)
- Karl Stephanovic (TV Presenter)
- Shelley Craft (TV Host)
- Andy and Hamish (TV and Radio Personalities)
- Matty Johns (Former NRL Player, TV Host)

International High I's

"If these Australian examples don't resonate with you, here's a list of International celebrities that may make more sense to you:"

- Richard Branson (Businessman)
- Dolly Parton (Singer)
- Jay Leno (Late Night TV Host)
- Robin Williams (Actor)
- Steve Martin (Actor)
- Jim Carey (Actor)
- Walt Disney
- Elton John
- John F Kennedy

"The name that stands out for me is another US president," said Jacob. "John F Kennedy is the quintessential Influencer to me; he was a real people



person and had that natural charisma and ability to paint the vision and take people on the journey with him.”

“Remember what I said last time, not all High I’s are the same, Jacob and all the behaviour styles we go through will have variations, some will demonstrate stronger behavioural traits than others, the key is to observe and analyse. All the time.” I emphasised.

“That just about wraps it up for the High I Jacob, the thing to remember about the High I is that if they ask a question, it will be a Who Question.”

“A who question is something like Who will be at the meeting? or Who else uses this?” Let’s move on to the HIGH S and talk about our Admin/HR Manager, Sam.



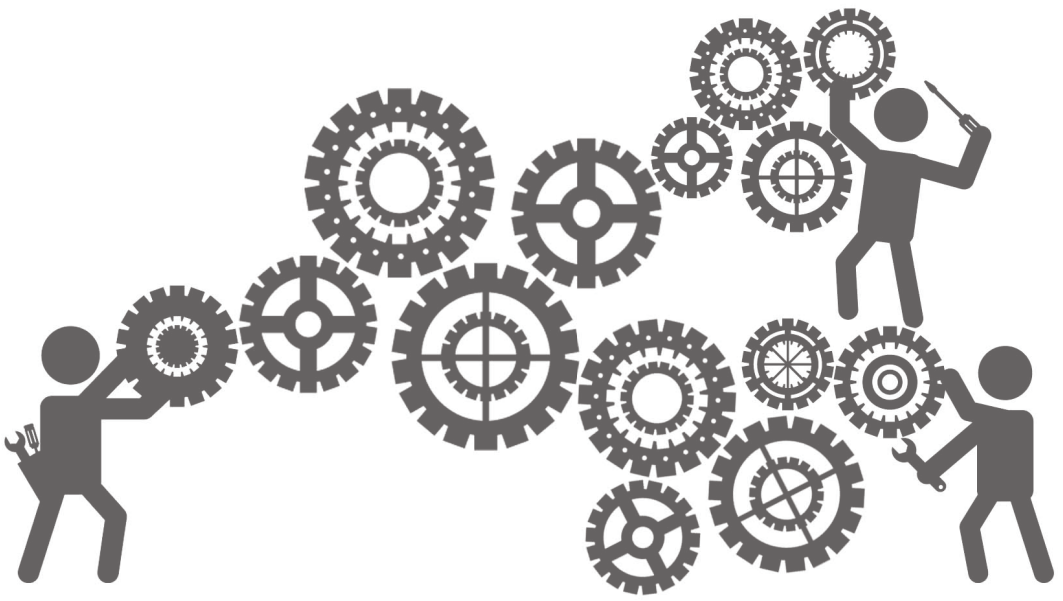
TERRY'S TIP

*A High I/Yellow asks
the "Who" Questions*

"Who is at the meeting?"

"Who else uses this?"





CHAPTER 7: Sam the STEADY, the High S, or GREEN

How Others Perceive the High S

“Now onto Sam, the Steady, High S or Green within the group. The Steady behavioural group make up about 32% of the population in Australia. This group is the most common, though not by much as they beat the Influencers by only one percent. They are still a vast chunk of the workforce and it’s important that we understand them too.

I describe the High S or Steady as a salt of the earth kind of person, they balance out all the other behavioural



types. The High D is the goal driven achiever, the High I the good time people person and the High C the structure and process driven perfectionist, whilst the High S is the calm, easy going team member that is with you through thick and thin.

"You know, that's Sam," smiled Jacob, "he's always there when I need him and he's a calming influence when Dennis or Irene get all worked up."

"Sam or people like him don't stand out in a crowd, they are not likely to seek the limelight, rather they just quietly get on with what needs to be done. The interesting thing is that if you have a success or achievement, they are just as delighted for you as if it was them that just had a win. They won't try to steal attention from you, they won't try to outdo you or pester you with demands, nor will they see you as a competitor, even if you are a competitor."

Unlike Dennis, Sam will never take charge or lead from the front, unless he has been directed to do so. That doesn't mean a High S can't lead; it just means they tend to stand back and let someone else do it. They are uber easy to deal with and will go out of their way to cooperate, they quietly do as they are told, they meet their goals, they put in their time sheets, they watch their budgets, they are model corporate citizens."

"That is so true, I can always rely on Sam to get the job done with a minimum of fuss, he always comes in under budget and his monthly reporting is spot on." Jacob enthused.

"A Steady will never intentionally offend anyone and will avoid doing so at all costs. I bet if you were to make a strange call, Sam would never publicly call you out on it, though he may mention it to you cautiously at your next regular one to one catch up. Unlike Dennis or Irene, who can become very emotional, Sam would



best be described as unemotional, I'm guessing he will not overreact, will never have an outburst, or get visibly angry, even though he may disagree strongly."

"You've pretty much nailed it there," Jacob agreed.

"My industry body is Professional Speakers Australia (PSA), this is the peak body for people that earn their living from the spoken word. Our members, like me, speak at conferences, run training seminars and workshops, some coach and consult to companies large and small. I've been a member for a very long time and in recent times I started a group called Speakers Academy encouraging emerging speakers to hone their skills and earning capacity enough to become professional members of PSA. I do it for service as when I joined, that's what others did for me.

I don't run this group on my own, I have a High S called Carol, who is a graduate from the group and in typical High S style wants to support the group even though technically she is no longer a member. She quietly organises me, gently prompting me each month when it's time to promote the next event, or to book the next presenter, or to book the hotel meeting room, or to do whatever needs to be done. I'm the high-profile guy at the front of the group, she is the quiet worker in the background. I had the opportunity to meet her husband Randall, at our annual convention last year. Randall and Irene would get along so well, he too is a High I.

After the official opening, we had cocktails and canapes and I got a chance to know Randall better. He became the life of the party in our small group, he had our sides splitting telling us about laying down the law to their twenty-year-old daughter, who would be staying 'home alone' for the weekend while her parents were away. Carol just stepped back quietly and allowed Randall to hold the floor. I quizzed her later, asking if she ever

gets tired of Randall and his love of an audience, she just replied.

“He’s enjoying himself, why would I stop him?” This is a typical High S trait.






TERRY'S TIP

*The High S/Green loves
to support others*

*They are happy to take
the back seat and
stay out of the limelight*



"I often describe a High S as the uncle or aunt in the team. They are the one everyone goes to when something goes wrong, they are great supporters and even better listeners. A typical scenario might be Dennis says or does something that upsets a team member, they go to Sam, and he listens carefully to them unload their anger or emotions and then calmly says, 'there, there, Dennis didn't mean it like that, he's just so focussed on getting the job done, he didn't think about the words he was using, he didn't really mean to offend you.' To which the aggrieved person says, 'really'" and takes heart that the High S cares and takes onboard that maybe the High D, or Dennis didn't really mean it that way.

They are great at diffusing conflict and pour oil on troubled waters with the same calm aplomb they use to get their routine work done. A Steady is one of the best team players, the team, their family, their sporting team, their church group always comes first in their mind. They are strong relationship people, and they sincerely care about you and what you are doing, they will always give you a hand if needed, sometimes at their own expense. I've seen a High S leave the workplace to go out and celebrate a team success, even though they really wanted to go home and have a quiet night at home. They didn't want to let the team down, by not being there.

A High S will never say no and that can obviously work against them as they can become overloaded with not only their own workload, but the tasks or demands of others. They will never forget a birthday, anniversary, or important occasion, they will be the one suggesting that their boss go out and buy cake to celebrate another team member's birthday. Alternately, they will go buy the cake and deliver it to the boss, saying, it's Angela's birthday today, I thought you might like to surprise her at morning tea.



If they are leaving their desk to go get a coffee, they will usually ask others nearby if they can get them a cup too. They will even do this for people that they don't like much, after all they want to stay on good terms with everyone. This of course means that sometimes they can be taken advantage of by unscrupulous work mates.

One challenge with the Steady is that they don't handle change well. They like things to stay in the order they are used to. A good routine is always a good thing for a Steady and it's best not to upset their routine if possible. Of course, this doesn't always work in the fast-paced world of business and particularly in your business as an IT firm. I'm guessing there are always changes happening with software, procedures, and applications?"

"Yes, there is always something bubbling along as you say" commented Jacob.

"The best way to handle change for a High S is to give them plenty of warning, you have to tell them that something is going to change and give them logical reasons why it has to change. Once they understand the reasoning, they may still not be happy, however they will generally comply."

"I managed a large change process for a Credit Union once. Part of the change was to implement a new payroll system. The person in charge of the payroll was a person called Nina, she was a very High S and struggled a lot with the change. Nina knew that the old system was clunky and understood that the system would iron out a lot of issues, however she still resisted the implementation.

"Two months after the new system was implemented, I stumbled onto the fact that Nina was still running the old system, as in her words, she wasn't convinced that

the new system was bullet proof, so she was running the old system in tandem, just in case.”

“Oh dear, I don’t think our Sam is that bad, thankfully,” mused Jacob.

“Even though they may be slow to change, if they say they are going to do something, they will do it. Nina did agree to implement the new payroll system and that’s what happened. Eventually she was convinced that the new system would work.

It’s this reliability which you can rely on, they work steadily to achieve their results. They may never break any records for speed; however, they will excel at consistency. A High S would never want to be embarrassed by not delivering a task on time, as this may cause angst for others. Not producing would let their team down and they would never do this. The High S in a team is often the easiest person to work with as they don’t like conflict, so will agree to go along with most suggestions, sometimes squirming inside at the suggestions made by the High I’s within the team.

“The Steady is not the creative type, like their Influencer teammates, they are happy to support the creative ideas and implement the process or create the structure to enable this to happen. If their teammates are happy, they are happy. This desire to please is a driving force for a Steady and comes naturally. This willingness to cooperate creates team harmony and reduces stress for all concerned and that’s just how the Steady likes to work, in a stress-free environment.

It can sometimes be hard to get an opinion out of a High S particularly in a team situation as they don’t want to offend anyone with an opposing idea. They will go with the flow and never ask for anything for themselves, they will always defer to the needs of others within the team.”



"The Steady is definitely more introverted than their Dominant or Influencer colleagues. They will never talk, just for the sake of talking and again in a group will carefully listen more than they will contribute. They are genuinely interested to hear others' ideas, though they may not agree with those ideas. That doesn't mean they don't have an opinion; it just means they will wait respectfully perhaps until they are asked before they express their opinion.

"I've noticed that about Sam", said Jacob, "he will sit quietly while Irene holds court throwing ideas across the table, like they are confetti. Dennis only listens to Irene if he thinks there's something to be gained from her ideas. Irene doesn't listen much to anyone except herself, of course and Catherine sits quietly taking notes. Mused Jacob.

I've noticed though, that Sam has a genuine interest in people and tunes into those issues closely." Said Jacob.

"This listening skill does have its advantages though. I once coached a sales executive, Greg, that was a High S."

"A High S in sales?" exclaimed Jacob.

"Yes, a High S in Sales, not that common in reality as those kinds of roles are more suited to a Dominant or an Influencer. Anyway, this guy learned how to master his listening skills to make more sales. He said to me that too many salespeople are too busy trying to ram their product down their prospects' neck, rather than listening to their needs or just listening to them as people.

He told me about one prospect that he inherited from a retiring colleague. The briefing he got was good luck selling him anything, he is a total bully and only buys when it suits him and then after he has screwed you to

the ground on price. He nervously went to visit this guy and wanting to make some small talk noticed he had a model sailing ship made of timber with full rigging and sails on the credenza beside his desk. He simply blurted out, that's a magnificent model, is it handmade?

"The bully softened immediately and spoke.

"Do you like it? It's the Santa Maria, the ship Christopher Columbus used to discover the Americas, built in a 1:72 scale. It took me six months in total to assemble it. The hardest part was getting the rigging in place and then mounting the ship at the right angle so you can see all the features.

The bully went on and on and all Greg did was listen. He knew nothing about modelling and simply grunted and smiled at what he thought were the appropriate places. When the bully finished his admiration of his project, he asked Greg for the current price list and then rattled off an order larger than ever before at the list price. Listening pay dividends"



TERRY'S TIP

*A High S/Green
listens well
with the sole aim of
getting along with
others*

Their Workspace/Their Office Walls

“OK, let’s change the pace”, I said. “Tell me about Sam’s office.”

“Hmmm, well, unlike Dennis, Sam has a very modest desk, I think it’s the same as what his staff have. On the desk he has a couple of framed photos, there’s one of him and his wife Julie on their wedding day and another of them and their three kids. He has a family portrait done every year and proudly brings in the new version each year to display on his desk. He is a devoted family man and loves to tell you about his kids, though only if you ask.”

“Of course, typical High S behaviour, what else does he have?” I asked.

“He has some visitor chairs and I’ve noticed that whenever I go to his office, he will always get up and come around from behind his desk to sit beside me while we talk, he never stays on his side of the desk like Dennis does. You always feel welcome in Sam’s office, there’s something calming about it. When I think about it, it is definitely the ambiance of the room. He has a large landscape painting which dominates one wall and I find I can just stare at it for ages, there’s something about it that just appeals to me.

Sam is a big believer in serving the community, so he also has several certificates of recognition, he is a Paul Harris Fellow, a recognition he was given from his Rotary Club for raising funds to eradicate polio in the world, a very worthy cause. He has encouraged West IT to also donate money to various worthy causes, so he has certificates of recognition and thanks from other charity groups proudly on display.

Oh, and one thing I almost forgot, he has a montage of photos from a trip he did to Paris a few years ago,



there's the Eiffel Tower, he and his wife eating a Nutella crepe, him all rugged up, buying gifts at the Christmas market on the Champs Elysees and then him between two showgirls from the Moulin Rouge. Lots of happy memories for him."

"So far everything you have described is typical of a Steady and their workspace Jacob."



TERRY'S TIP

*Look for treasured
photos, framed
certificates expressing
a personal touch
in a High S/Green
Office space*



Their Activity Level

“What about his activity level, what have you noticed about him there?” I asked.

“Sam is Steady, I guess as the term suggests. He does not get into frenetic behaviour like Irene or Dennis. He just approaches things at a consistent speed and works along at that pace until he gets the job done.

The more I think about it, Sam is the one that prepares well in advance to get things done. As the HR Manager, Sam looks after the induction of new staff as they come onboard. As part of that process, we give each new staff member a company handbook, which details all the things they need to know about West IT. Things like an organisation chart, policies about leave, sick leave, holidays, all that kind of thing, you know what I mean?” I nodded.

“Sam does these booklets in lots and gathers all the resources he needs and carefully places it all on the conference room table. He makes sure he has all the pages, the covers, the binding equipment and then he assembles it all in a production line methodology. I watched once as Dennis scoffed at what he was doing, then marvelled at his efficiency as the booklets were quickly assembled before his eyes.

I’m sure Dennis would have started assembly before he had all the materials necessary for the finished product, not Sam, his careful preparation has proved more efficient time and again, rather than rushing at it like a bull at a gate.”

“This is classic Steady behaviour Jacob, and you’ll find that a Steady has a propensity to study procedures and revels in repetitive tasks. I once visited an amazing church in our nation’s capital, Canberra. The Free Serbian Orthodox Church of St George could almost be called Australia’s Sistine Chapel. The walls and ceilings

are covered in paintings and murals of biblical scenes in this replica of an ancient Serbian village church.

“The murals were completed by a Steady, a guy by the name of Karl George Matzek. He was 77 years old when he started, and it took him sixteen years to complete the paintings just before his death at the age of 93 years. He did all of these amazing paintings from on top of a step ladder and the ceiling of this building is not low by any means. The key to his approach apparently was his meticulous preparation, the tour guide told me. This guy and Michelangelo had a lot in common. Apparently, he had the same approach to his work.”

Using the Telephone

“What’s Sam like on the phone?” I asked.

“If he calls me, he always starts with ‘How are you, Jacob?’ You can almost feel the warmth and sincerity oozing out of the phone, you know he genuinely wants to know as well, he’s not just saying it because that’s what you’re supposed to do. The funny thing is, he will rarely call me if he is in the office, he much prefers to come around to my office and chat face to face. Of course, if he’s travelling that’s not possible, though he doesn’t get out of the office as much as say, Irene. He likes to put people at ease, and I’ve often heard him say to someone on the phone, ‘Call me Sam please,’ encouraging a more personal approach. He does tend to go into detail in our conversations on the phone, almost a he said, she said kind of conversation, focusing on the detail or structure of what he’s relating to me. He does speak a lot slower on the phone than Dennis or Irene and again you can tell he has prepared for the conversation, as his logic unfolds across the call. He always knows the outcome he seeks, and he has thought through his key points before he emphasises them to you.



This is so different to Irene's approach, which is to rattle off a bunch of exciting stuff, jumping from topic to topic, with no logical flow. She knows what she wants, just takes the long way round to get it sometimes. The other difference between those two is that Sam talks in a slower, even monotone voice, there's little rise and fall, though his tone is never boring, it's more respectful or perhaps even tentative at times. He will also defer to my opinion, often asking what I think, or what I would suggest."

"What you are hearing there Jacob, is respect. Respect for others is so important to a High S, especially with you being his boss, he genuinely respects your opinion and authority." I said.

"I've also noticed there are periods of silence when I speak to Sam on the phone, I can tell he is considering what I've said, thinking carefully about his next words or actions." Jacob mused.

Emails

"What are his emails like?" I asked. "No, wait, let me guess. He will give you regular updates, no matter whether you have asked for them or not. His emails will be personal and considerate and will usually start with a greeting, just as he does on the phone. The content of the email will be structured with a logical flow and end with a recommendation or suggested outcome for approval."

"Yes, that's Sam's style for sure." Jacob smiled. "He's also a great keep in touch kind of person. He will send suppliers handwritten notes, thanking them for their service, or drop me an email saying how well I handled a situation or issue within the team."

"That reminds me of one of the most successful car



sales guys in the world, Joe Girard," I interrupted. "He was famous for sending handwritten notes to his clients and prospects alike. It's reputed that all he wrote on most of the cards was 'I like you' and that small act of relationship building earned him a massive reputation and created a magnetic draw to his sales desk, where he was recognised by the Guinness Book of World Records for selling 1,425 cars in 1973. He sold 13,001 cars between 1963 and 1978 at a Chevrolet dealership in Michigan. Now that's relationship magic."

What to Look and Listen for With a High S

I stood up and started cleaning the whiteboard again. "Remember I wrote down the three most basic communication modes we have, visual, verbal, and vocal when we were talking about Dennis and then Irene?" Jacob nodded.

"I'm going to write the same list now for a High S or a Steady. Let's have a look at this as I write them. It's the same drill as last time you have to listen and watch for these clues to detect an Influencer. Trust me it gets easier, the more you do it, the easier it gets."



VISUAL	VERBAL	VOCAL
<i>Places hand over the top of the others hand during the handshake</i>	<i>Holds back their opinion</i>	<i>Speaks at a slower rate</i>
<i>Exhibits patience</i>	<i>Listens more than talks</i>	<i>Speaks with an even delivery Softer tone of voice</i>
<i>Respectful, will wait their turn</i>	<i>Asks more questions than giving their opinion</i>	
<i>Moves at a slower pace</i>	<i>Participates less in verbal communication</i>	<i>Quieter volume</i>
<i>Calm almost passive face</i>	<i>May be monotone</i>	<i>Not much rise and fall in their voice</i>
<i>Wears pastel coloured clothing</i>		

Here's my notes from the whiteboard

High S Stressors and Behaviours Under Stress

"Let's talk about Sam and stress now. Generally, a High S/Green does not get stressed, we've alluded to this already however never say never. One certain way to create stress for Sam would be to allow Dennis to rant and rave at him without anyone stepping in to get Dennis to tone it down. This would be very uncomfortable for Sam. Even worse perhaps would be to throw him in the deep end with a new task or process that he has never



experienced before and then demand perfection as the outcome.

Remember the Steady does not like change, so asking them to attempt change without their beloved preparation will be a recipe for disaster. Worse still would be to ask them to attempt this new process with a lot of loose ends not yet sorted, so they would have to unravel or perhaps order issues before they begin the process.

A true Steady likes their personal space or time alone, to do their prep or thinking, so another way to create stress for them would be to throw them among their peers constantly and not allow any alone time. Some High S staff do not cope well in open plan offices as they rarely get this alone time.

The ultimate insult or stressor for a Steady would be to suggest that they start again and redo a task, report, or project. To them, this means they have failed, as clearly their preparation was not sufficient, or their process or procedure was faulty. They hold high personal standards and pride themselves on delivering consistent quality work, so suggesting anything else is just not good enough for a High S.

Should one of these situations arise, the typical response by the High S is apathy or inaction. They know that something didn't work, however are reluctant to attempt to fix it, they don't want to make that mistake again. If you are working near them, you will notice they become quiet, reserved, almost cold toward everyone. They will go out of their way to ignore the person that delivered the bad news and will pretend they don't exist. This could happen to someone that under normal circumstances they get along well with.

They sometimes dig in and refuse to change anything and may revert to the way things were done prior to the



change, refusing to acknowledge that the new process even exists. This stubbornness overtakes them and freezes them into inaction.”

“That sounds very scary, how do you deal with someone in that situation?” Asked Jacob.

“The way through it is to allow them time to do nothing for a period of time. Allocate them to different duties, ones which they are comfortable with. I worked in one organisation, where the CEO sent someone home on forced leave for three days and told them to chill.

“After two days, the person called up and asked to come back and fix the mess they had created. The free time enabled them enough space to contemplate what happened and allowed them to realise the best way forward was to learn about the new process and master it.”

Decision Making Patterns

“What’s Sam like at making decisions?” I asked.

“Well, that kind of depends”, mused Jacob. “He does like time to mull things over and of course he likes to prepare, so I’m going to say he will never rush into a decision without carefully considering all of the available facts. By comparison, Dennis or Irene are snap decision makers and get impatient with Sam and Catherine at times as they are both a lot slower at decision making.

Sam can be very tentative in conversation and particularly around the decision. He will often consult widely before taking an important decision. He will gather his two direct reports and ask them, or he may even gather his whole team to float a concept and ask for comments and suggestions. I’ve noticed if I push him, Sam becomes uncomfortable if he hasn’t consulted with his team. Of course, in meetings, when he says he

wants to run an idea by a few others, Dennis rolls his eyes and Irene sighs heavily. I'm used to it now and where possible, I will float an idea with him in advance of a meeting to allow him enough time to run it by his trusted few."

You will probably have noticed Jacob, that Sam doesn't have the same sense of urgency around decisions that Dennis and Irene do and that's natural for a High S. Remember he doesn't want to make a wrong decision and he doesn't want to deliver a dud process or product, so he will carefully assess all the parameters before taking a decision and then it may be even longer before implementation."

"That sums it up, I think," said Jacob.

Let's move on to typical occupations for a Steady.



TERRY'S TIP

*Never push for rapid
change or a quick
decision with a
High S/Green*

*They will want to
examine all the facts
and even consult
extensively before
deciding*

Preferred Occupations

I stood up and stretched, grabbed the whiteboard cleaner and cleaned the board. "Jacob, here's a list of typical occupations of a Steady or High S. It doesn't mean that other behavioural styles can't do these jobs, it just means that a High S is drawn to this type of work."

Here's what I wrote on the whiteboard:

Financial Services
Social worker
Family doctor
Nurse
Residential or community services
Teacher
Personal Assistant
Secretary
Librarian
Insurance Agent
Customer Service Representative

Famous Australian High S

"Of course, it's sometimes easier to recognise a famous person and then relate to their style. Here are some examples of High S Australians that you may know or recognise:"

- Nicole Kidman (Actress)
- Keith Urban (Singer)
- Tim Flannery (Scientist)
- Pat Rafter (Tennis)
- Bec Hewett (Actress)
- Grant Hackett (Swimmer)
- Kathy Freeman (Olympic Gold Medallist)



International High S

“As I’ve said before, these Australian examples may not resonate with you. Here’s one name that stands out as the ultimate Steady, Jesus, he set the bar for helping others. I’ll give you some other examples as well. Here’s the names I wrote:”

- Gandhi
- Mother Teresa
- Princess Diana
- Michelle Obama (Barack Obama’s Wife)
- John Denver (Singer)
- Laura Bush (Wife of George W. Bush)
- Michael J Fox (Actor)
- Stevie Wonder (Singer)

“You know when you mentioned Jesus, you are absolutely right, he sure understood about helping others and so did Mother Teresa, I think those two names really resonate with me as high-level Steady types.” Said Jacob.

“Yes, too true and you could easily add in Princess Diana as another close ally there, she really shone as someone that cared about others and whilst her marriage was falling apart, put on a brave unemotional face and for the most part, the general public would never have known anything was wrong.



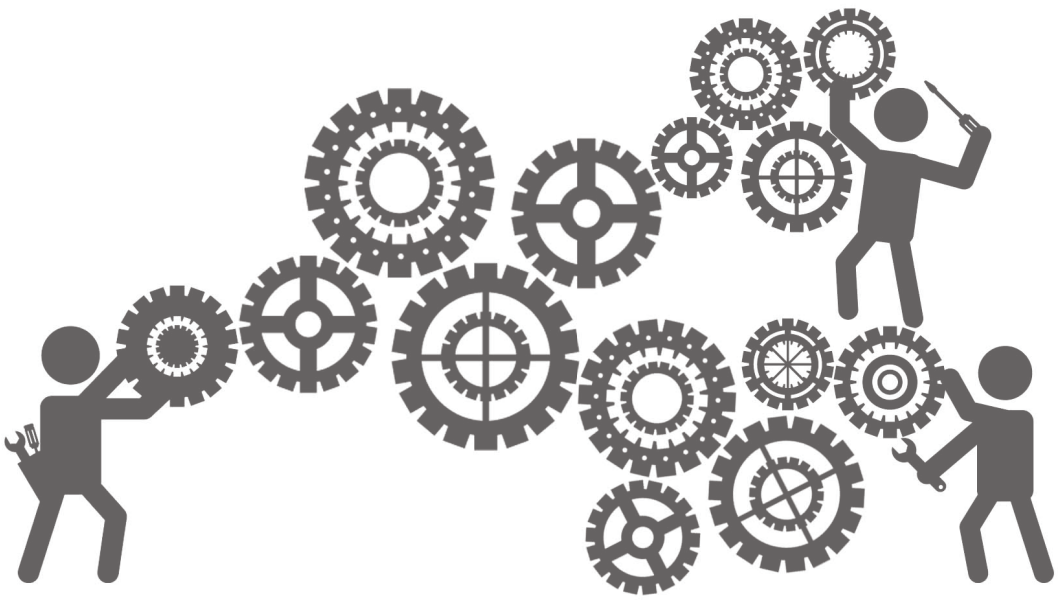
TERRY'S TIP

*A High S/Green
asks the
“How” questions*

*“How are we going
to do this?”*

*“How does this
impact us?”*





CHAPTER 8:

Catherine the Conscientious, the High C, or BLUE

How Others Perceive the High C

Let's move onto the final behavioural style and the last and maybe the most interesting member of your team, Catherine, the Conscientious, the High C, or Blue. The High C makes up about 27% of the population in Australia. The High C is the ultimate details person, they are often quite introverted and whilst they don't always have a lot to say, they are astutely observing what's going on around them and calculating what is going to happen next.

You mentioned last night at the hotel on Sentosa that Catherine was the first person into the Boardroom.”
“Yes, she was first, always is. If I call a meeting, she



will always be early and she will be the most prepared. Sam likes to prepare, Catherine puts him to shame,” Jacob commented.

“She will have the agenda printed and sometimes with side notes already made, she will have the relevant documents ready to present or discuss and if there is something to pre read, she has read it. Not only that she has marked the spelling or grammar errors if she finds any. She doesn’t necessarily show them to me, though I have noticed her mark-ups when I’m sitting beside her.” I grinned and nodded.

“Sounds like Catherine is the complete Conscientious. Typical behaviours for a High C are just what you’ve described. Not only that they can be the reservoirs of huge and sometimes trivial information. I ran a workshop recently for a Real Estate group here in Singapore, the day had finished, and we were having a drink at the bar. It was a typical session with lots of voices talking over each other and comments being thrown around. During the banter the topic shifted to cars, and you know how expensive they can be in Singapore?” Jacob nodded wide eyed.

“A High D called Winston, made the following statement: those Tesla cars are all the rage in America, but they are never going to fly here”. This quip was followed by a comment from an Influencer, Tina.

Yeah, not only that, but they are also way too expensive and there’s nowhere to charge them here in Singapore.” What happened next was pure High C magic. In a firm, though quiet voice Charlene said the following...”

“Actually Winston, a Model 3 Tesla is already available here in Singapore though at the cost of Sing\$ 253,000. That model has a range of 321 kilometres which will keep you on the road here in Singapore for quite a while. It can do zero to 100 kilometres an hour in 2.4 seconds and that makes it the quickest production



car, faster than a Lamborghini Aventador SVJ. Oh, and Tina, there are already three providers of electric charging stations here on the island.

The first was Greenlots with 34 public charging stations, next was Blue SG, which had around 2,000 by the end of 2020, with 400 of them being public and finally the SP Group has already installed 1,000 charging stations. In terms of cost, the Tesla compares favourably with other luxury vehicles with similar price tags, you can purchase here, like the Lexus or Audi, as unlike those cars, the Tesla doesn't use oil or petrol and the maintenance costs are extremely low, with a Tesla costing around Sing\$ 600 a year, for the optional maintenance."

"As you can imagine these facts silenced the room and Charlene smiled and quietly sipped on her drink."

"You are rarely going to top a High C when it comes to facts, as they know them all, they have Googled the details, or read the manual and are happy to quote their source if challenged. They do this before they open their mouth and if you like, will present you with a written report at a later date, to further prove their point.

TERRY'S TIP

*Never try to outsmart
High C/Blue
as they love to research
and quote details*

*They have read any
policy or procedure
manual and know
them backwards*

“The High C is often perceived by others as a pessimist, whereas they are just realists, with the facts at their fingertips. In reality, no one knows everything, however you can be sure that if a High C says something it will be factual, so be careful arguing a point with them or be prepared to be humiliated when you are proven wrong. The Conscientious is accurate, cautious, correct, logical, systematic, and thorough.

Unlike a High D or a High I, cutting corners is never an option for a High C. There are never too many pages of fine print, instructions or details that will dissuade a High C from reading them all. Forcing a High I to read through a twenty-page legal document is a sure way to cause them to wither up and die. OK, I may be exaggerating again, however, a High C on the other hand will walk away refreshed for having discovered some more amazing details they weren't aware of before.

One thing to note though, is that if a contentious statement is not made, the High C generally won't comment at all. However once that line is crossed, stand back, and prepare to be corrected. The other thing to note is that they have no need for public acknowledgement for getting something right or for doing a great job. I once was engaged by a logistics company where a High C, Kevin, had suggested a different approach, which netted the company significant savings in transport costs for their product.

The CEO called all staff together and made a big fuss of Kevin, gave him a special award, and invited him to say a few words. That is precisely what he did, he basically said, 'Thank you for the recognition and acknowledgement, really, I was just doing my job' and then returned to his place among the crowd of assembled workers.

A Conscientious will never make a quick decision,



without examining all the facts. I got a call one day from a client Heather, she was the training manager of a large power generation company. She was having trouble with her boss, Jim, she explained she could never get him to agree to anything she proposed. I said, OK, tell me how you go about asking for his blessing. She told me that she worked on the floor below his office, when she had a good idea that needed his approval, she would slip up the fire stairs to his floor and talk to his PA, Jenny. She was good friends with Jenny, so she would slip her into her boss's diary when he had a vacant fifteen minutes.

Heather then said, I go into his room and say, "I've had an idea I want to run by you, she would then go to his whiteboard and map out her idea, strategy, or proposal, talking rapidly and waving her arms about."

"I'm guessing she was an Influencer," interjected Jacob, smiling.

"You nailed that one my friend," I replied.

"When she finished, she would invariably say 'So what do you think?' She would look across the desk at Jim who has been sitting quietly listening and taking notes. He would look over his glasses at her and give one of three standard replies, I'll think about it, I'll look into it, or I'll take that onboard. Heather found this process very frustrating and struggled to get anything past Jim.

'Here's your problem', I said to Heather. You're talking to Jim in the wrong language.

"What do you mean?" Heather gasped.

"Now Heather was in fact Scottish by birth and whilst she did have a heavy accent, she knew I wasn't referring to that. You've fallen into the trap of presenting ideas to Jim in the way you like to receive them, you've got



to speak to Jim in his language, change your style to suit his style.”

“Well, how do I do that?” asked the exasperated Heather.

“It’s easy,” I responded. “The first thing you have to do is book a time in Jim’s diary, preferably at least three days out, next send him an email, with an information-based heading. Something like “New Training Procedure”, then in the email, map out the proposal, give him the full details, the proposed process, the costings, what’s in it for the organisation, what’s in it for him and finally the recommendations.

Next, at the appointed time you enter his office with two copies of the email printed out, sit quietly opposite him at his desk, slide one copy across the desk and then go through the proposal step by step, put your hands under your legs and do not gesticulate too much or better still, not at all. Make sure you don’t speak too fast, keep your voice low and controlled.

When you get to the end of your presentation ask him if he has any questions and sit patiently and smile, it may seem like a long time before he responds, however I can guarantee that he will have questions. Be prepared to answer with as much detail as possible. Think about his likely objections beforehand and go prepared with suitable responses.

Three days later my phone rang, and Heather’s voice shouted.

“It worked!”

“I didn’t need to ask who it was, it was Heather, in fact I didn’t really need the phone either, I could hear her clearly across town. What she had done was cater to Jim the Conscientious and his communication style. He would never make a decision about anything

immediately, he needs time to think about things and examine the facts, by sending through an email first, a few days earlier, Heather gave Jim time to think, then when he asked questions, she was prepared with a detailed response, she met his needs and ultimately, she got what she wanted.”

“I’ve noticed that with Catherine”, Jacob said, “she is always the one in our meetings that wants to postpone a decision and circle back to it in a few days’ time. Needless to say, this frustrates the hell out of Dennis and Irene.”

“I can imagine,” I chimed in.

“Risk taking is not a big part of a High C lifestyle, they like to be well prepared and organised. I’m betting that if Catherine goes on holiday, she will have a very detailed itinerary prepared some weeks before the event and will pre book all the accommodation, tours, activities, and the like. Whereas Irene would buy a plane ticket, jump on a plane, and figure it out when she got there.

“That reminds me of my childhood,” said Jacob. We would often go to a beach resort for family holidays, when we arrived my Dad put up a sheet of paper on the fridge in the apartment. The sheet had ruled lines, or columns with each day of the week written at the top of a column. In the morning of each day, he wrote, beach. Because that’s what we did each morning, went swimming at the beach.

Then we had a family conference to discuss, brainstorm what we would do each afternoon. I remember my brother David asked if we needed to decide an activity for every day, my Dad said no we didn’t, so on one day marked free afternoon. Even though there wasn’t a plan, there was still a plan for that day, if you get my drift.” Jacob laughed out loud, and I joined in.



"I remember talking about the Conscientious style at a workshop, when a participant named Lesley shared this story. He said that when he got married his father-in-law took him aside one day and said, 'I have something important for you'. Puzzled yet inquisitive, Lesley was handed a set of five by three index cards.

His father-in-law then said, "On those cards, I have documented every doctor's visit your wife has had in her life".

The guy began looking over the cards and sure enough, there were dates, symptoms, treatment regimens all in excruciating detail. Lesley, an Influencer, was shaking his head in disbelief that anyone would keep such detailed records, turned to his father-in-law, and said haltingly, 'Thanks, that will come in handy.'

The father-in-law smiled broadly, clearly his work was done. Lesley went on to say that his brother-in-law's new wife got the same medical records for her new husband when she married into the family. It kind of became a family joke, one which they never shared with the father-in-law of course.

Quality control is very important to a High C; they will create or devise systems to ensure that things are done properly and to the appropriate standard. Imagine if a High C purchased a flat packed item of furniture, they would carefully lay out all the pieces across a large space on the floor, inspecting and identifying each piece on the instruction sheet before any action was taken to assemble the piece. They would then rearrange the pieces to suit the order of construction, so that it all flowed smoothly. There will never be a left-over mystery piece for a High C.

I run a team building activity, where I divide the room into four or five teams and give each team a Lego helicopter



to assemble. I take away the instruction sheets and have one pre-assembled helicopter at the front of the room. There are rules that go with the construction and teams are then timed on the actual construction. The team with the shortest construction time wins. The activity is primarily about communication, planning and teamwork.

Once they have completed construction, they must bring their completed model to me at the front of the room for a quality control check. I have the power to reject their work if it is not perfect and send them back to complete with no further instructions, other than it's not correct.

Where possible I split the groups based on their behavioural preference, so I have a group of High D's, I's etc, you get the idea."

Often the Dominant and Influencer groups don't listen to the instructions and rush into construction, they make a lot of noise and work all over each other, creating mayhem and when they bring their models forward, they are often incorrect. The Steady and Conscientious groups always take more time to plan and usually end up with an accurate construction.

I did the exercise one day with the power generation company I mentioned before, one of the groups was a bunch of High C engineers. They listened carefully to my instructions and then called me over for several clarifications before they started. They then took their time planning, planning, planning. Meanwhile the D and I groups had begun construction and were already submitting incorrect assemblies. I watched in amazement as the High C group verbally assembled the model about three times, whilst not one person touched a piece, exactly as the rules stated.

When they notified me, they were beginning, about



twenty minutes had already passed. They assembled the model in one and a half minutes and set a new world record for the Lego helicopter exercise. I have not had a group come close ever since. I should mention that the High D and High I groups that day came in around eighteen minutes and couldn't believe that anyone could complete in such a short time. There was a lot of vocal protesting and calls for cheating as a result, to which the Conscientious Group coolly ignored. They knew they were right and didn't need to make a fuss.

The final piece I want to share about the Conscientious is like their colleagues the Steady, they are way more introverted than the Dominant or the Influencer. They use only enough words to convey their message and they are very comfortable with silence. In a meeting you may have to stop and ask their opinion as they may not give it, unless they think it will influence the direction of the conversation."

"That's so true", interjected Jacob, "at our meetings, Dennis and Irene dominate and Catherine will often sit quietly observing while the discussion rages. Sometimes, I'm not sure if it's because she can't get a word in edgewise between those two or whether she just has nothing she wants to say."


"I always recommend that the discussion leader, that would be you, should stop occasionally and ask the resident Conscientious what they are thinking. They always have an opinion and sometimes they bring the gold to the table." I said.



TERRY'S TIP

*You can't rush a
High C/Blue
into a decision*

*They need time to
examine all the facts
and make a carefully
calculated decision*



Their Workspace/Their Office Walls

"We've covered a lot of territory here, let's move on to Catherine's office." Jacob grinned,

"Let me tell you about Catherine's office, first of all, I reckon you could eat your lunch off her desk, it's that clean. She has a place for everything and everything in its place. There are acres of wide-open space on her desk, and it is the most uncluttered desk in the whole company. I mentioned to her once about how clean and uncluttered her desk was, and she said a cluttered desk leads to a cluttered mind."

"That makes sense, go on," I encouraged.

"In terms of the desk itself, I think it's the same one Sam has, a standard order, nothing fancy, yet very functional. She does have a few items on the desk, an in tray and an out tray, plus a trophy she won at our industry awards, she is very proud of that one. She has a large blotter and has her favourite pens neatly ordered at the top of the blotter. I reckon if she whistled all the things on her desk would automatically straighten themselves," he giggled.

"In fact, at the end of the day, I've seen her tidy the desk and put the things back in place just so, ready for the next day. I recall one time we had new cleaners and they kept rearranging her desk items whilst they were dusting. Why they bothered dusting her desk was beyond me, it's so clean anyway. The upshot of it was that Catherine stayed back one night and directed the cleaner to leave her desk in precisely the same way they found it. Crisis averted!

She has a few things on her wall, a large whiteboard, which is always kept clean, that doesn't mean it's not used, it means that immediately after she writes on it, she cleans it ready to go again. No doodling or

irrelevant scribble on that whiteboard. She also has a couple of photos, one of her receiving the trophy I mentioned, plus her certificates from university.

One thing I've noticed about Catherine is that she likes to keep up with technology and has all the latest time saving devices at her fingertips. That would include her phone, tablet, and laptop, plus a large screen monitor for her desktop computer. She will often work after hours at home and insisted on a fast portable machine to facilitate that. I have no problems with supplying the best equipment to her, as I know she will use it diligently. It's never about status, just practicality.

She doesn't have a lounge or coffee table like Irene does, she sits behind her desk when you meet with her, and I've noticed she likes a bit of personal space."

"This isn't unusual at all, Jacob," I commented.





TERRY'S TIP

*It's easy to spot a
High C/Blue's desk
it is extremely tidy, with
everything in a place
and a place for
everything
no matter the time
of the day.*



Their Activity Level

“What about activity level?” I asked.

“Compared to the others Catherine is very different, she moves at a slower more deliberate pace than Dennis or Irene, who often stride about the office. She’s not a physical person like Irene. Irene will often give her people a hug if they’ve done a good job, Catherine would never do that. She can even be a little reserved with her handshake. She will shake hands, though only briefly.”

I laughed out loud, “you’ve reminded me of a woman I met in the US once. I was managing a sales team for another IT company in New Zealand. They had four salespeople spread across the US, so I travelled there to meet them. We met in San Diego at their serviced offices. One by one the team arrived and greeted me, the last to arrive was Sarah, she was dressed from head to toe in black and when I held my hand out to shake hers, she lightly grasped my fingers only and it was a very fleeting grip at best. I got the clear impression that she would rather not have to shake hands at all.

Over the coming months I learned that Sarah’s sales style was very different to the rest of the team. She preferred to talk to clients and prospects by email if possible and then by the phone, if necessary, she rarely had face to face meetings, whereas the rest of the team often travelled to client’s offices to meet and greet. Remember that the High C is much more an introvert than any of the other styles.”

Using the Telephone

“Let’s move on to the phone, typically when a High C calls, they will use a more formal style of introduction. It will go something like “Good morning, Mr Thomas, it’s Catherine Dengate from West IT here. Does anyone



ever call Catherine by the shorter form Cathy?" I asked.

Jacob smiled, "they can try; however, she will correct them swiftly, it's Catherine, thanks," she will say.

I smiled, "that's typical for a High C, they will never have an abbreviated name or a nickname, it's their given name and nothing else.

Once the formal greeting is over it's usually down to detailed business. They will let the other person know exactly what they want or need and move the conversation toward that smoothly and efficiently. There's rarely any small talk or too many pleasantries when you are talking to a High C. If they are dealing with someone else of a different behavioural style they will tolerate their filler conversations, however, will often give clipped responses that indicate, I'm not really into this."

"I've heard Irene call Catherine," said Jacob.

"How did that go?" I asked. "Irene started with the usual, Hi Catherine, it's Irene here, how are you? The response was "fine thanks, how can I help?" Irene continued, "well on this fine sunny day, with not a cloud in the sky, I thought you may be outside taking in some sunshine." This was greeted with silence, to which Irene eventually responded, "you still there?" "Yes, how can I help" came back Catherine's sharp response. By now Irene started to get the hint and asked about what she had called for.

I giggled "Yes, that's what it's like with a High C, let's get down to business, no time to waste on superfluous conversation."

Emails

“The interesting thing is that Catherine’s emails are sometimes much longer than her phone conversations,” commented Jacob.

“Ah, that’s because they are often filled with data or information to clarify an issue. Alternatively, the email may be short and to the point, with several attachments, which have been referred to in the text of the email. Either way, the focus of their communication is usually on the processing of data. They like to be thorough and cover all the possibilities, dot the i’s, and cross the t’s.

Depending on whether you have a corporate email signature or not they may just sign off their email correspondence with their first name only. So, if it was a personal email from their home computer, it would most likely finish with Regards, Catherine. This is very similar to the Dominant, who introduces themselves by first name only and signs off their emails again with their first name only.

A variation I have seen is some High C’s who sign off with a personal motto like ‘Seize the day,’ Catherine. I have seen some use a motto like ‘What would you do if you weren’t afraid?’ Catherine Dengate and sign with their full name, to make sure you know who the email is coming from.

One thing that the High C automatically assumes is that you will read every word in the email and every document attached. In meetings, when it becomes obvious that some have not read the attachments for example, the High C can become annoyed, however, they will not be vocal about this, it will be a more contained disappointment. They will remind themselves that they must follow up with a reminder to all to read the attachments before the next meeting.”

“Good luck with that,” blurted Jacob.



"You can lead an Irene to water, but you can't make her read the attachments," he joked.

"A great mixed metaphor there, Jacob," I laughed.

What to Look and Listen for With a High C

I stood up and started cleaning the whiteboard again. "Remember I wrote down the three most basic communication modes we have, visual, verbal, and vocal when we were talking about Dennis, Irene and then Sam?" Jacob nodded.

I'm going to write the same list now for a High C or a Conscientious. Let's have a look at this as I write them. It's the same drill as last time you have to listen and watch for these clues to detect an Influencer. Trust me it gets easier, the more you do it, the easier it gets."

VISUAL	VERBAL	VOCAL
<i>Passive facial expressions</i>	<i>Does not like to speak up</i>	<i>Little variation in pitch</i>
<i>Makes small or no gestures</i>	<i>Focused on facts, figures, details</i>	<i>Not much inflection in their voice</i>
<i>Moves slowly</i>	<i>Does not share feelings</i>	<i>Monotone conversation</i>
<i>Prefers no physical contact</i>	<i>Takes a formal approach</i>	<i>Speaks with a low volume</i>
<i>Soft, aloof handshake</i>	<i>Prefers written communication</i>	<i>Speaks slowly & deliberately</i>
<i>Wears dated clothing</i>		

Here's my notes from the whiteboard



High C Stressors and Behaviours Under Stress

“The Conscientious are often perfectionists and when things are not perfect may become critical of the piece of work, the process or situation unfolding in front of them. They can become very picky and will go to great pains to point out an error and distance themselves from that error. They become impatient if the same errors are repeated and will not hesitate to remind you that they told you about this problem more than once before. If they are the leader of a team that commits the error, they will take it personally and apologise profusely as if they committed the mistake themselves. Other stressors for a High C include being hit with a spontaneous decision to change something and even worse, is to add the phrase, this could be risky, however we are going to do it anyway. Like their good friends the Steady, the Conscientious does not like change and would rather stick with the tried and true, rather than experiment with a new system. If a change is implemented without enough notice a Conscientious may dig in and resist the change completely. They may pretend the change just didn’t happen and go about their job as if nothing has changed.

Like the Steady, the Conscientious like to prepare so dropping something on them unannounced will ramp up their stress levels exponentially, or saying something like, oh that didn’t work, let’s just get creative here and see what happens. What will happen is that the High C will not cope with the situation and will withdraw from the conversation or become headstrong and say things like, Yeah, let’s get creative, that worked for Colonel Sanders and his new Kentucky Fried Chicken idea, he only got rejected 1,009 times before he got it right, we’ve got at least 1,008 times to go, before we match his record.”

“Ouch,” said Jacob.



Yep, a High C can get very pessimistic. The other possibility is that the stress drives them to a point of indecision, they can't commit either way as they aren't sure what will happen, so it's just easier to not do anything.

As I said, if a High C is stressed, they become pessimistic and can fall into a pit of despair and as I've said already, they become ineffective, even lethargic, so it's like they are walking through glue or operating on slow mode. The way to break them out of this mode is to give them space and time. Remember they like to be prepared, so space and time allow them to ponder the situation and devise a way through to a brighter outcome. If this doesn't work, you may need to become more proactive and work alongside them to move them forward."

Decision Making Patterns

"We're almost at the end here, what is Catherine like at decision making?" I asked.

"She is usually quite deliberate in her decision making, though like Sam she likes to have all the facts available to make the best decision. This sometimes means that it can take days before I get a solid commitment out of her. Just one more question is one of her favourite lines in a meeting. You and I both know of course that she can use that line over and over, which I have to say can be very frustrating at times.

Like Sam she prefers to confer with her team and assess the implications for everyone concerned, before taking any decision. The interesting thing though, is that once she has gathered the unending supply of data and spent days and days reading and digesting it, she can be quite decisive at times."

"Do I detect a note of sarcasm there, Jacob?" I asked. "Guilty, your worship," he replied with a grin. "It's true



though, she likes to have data and has a prodigious thirst for information and at times can consume that data quickly and then act on it to make a decision. She can even seem spontaneous at times, though I can probably count them on one hand.”

I smiled again, “let’s be decisive then and move onto preferred occupations. I’ve been sitting too long and need to stretch my legs.

TERRY'S TIP

If a High C/Blue makes a recommendation on something important, you can rest assured it is probably the best option, as they will have painstakingly researched the options before making the decision.

Preferred Occupations

I stood up and had a big stretch, grabbed the whiteboard cleaner and cleaned the board. “Jacob, here’s a list of typical occupations of a Conscientious or High C. It doesn’t mean that other behavioural styles can’t do these jobs, it just means that a High C is drawn to this type of work.”

Here’s what I wrote on the whiteboard:

Forecaster

- Political
- Weather

Critic

- Film
- History
- Literary

Engineer

Research Analyst

Accountant

Lawyer

Artist/Sculptor

Architect

Inventor

Australian High C’s

“Of course, it’s sometimes easier to recognise a famous person and then relate to their style. Here are some examples of High C Australians that you may know or recognise:”

- Wayne Swan (Politician)
- Wayne Bennett (NRL Coach)
- Fred Hollows (Eye Surgeon)
- Ian Thorpe (Swimmer)

International High C's

"If these Australian examples don't resonate with you, here's a list of International celebrities that may make more sense to you:"

- Albert Einstein (Physicist)
- Bill Gates (Businessman)
- Ernie Els (Golfer)
- Henry Kissinger (Politician)
- Kevin Costner (Actor)
- James May (TV Host on Top Gear)
- Al Gore (Politician)
- Isaac Newton
- Warren Buffett

"I think from that list of names the one that stands out the most is Bill Gates, a fellow IT guy like myself, though perhaps a lot more introverted than I am. It's good to see he's now using his incredible wealth to do charitable works around the world, I understand he has donated about thirty-six billion dollars through his foundation so far." Said Jacob. "

Yes, and you can be sure he monitors exactly where every cent is spent and what the outcomes he has achieved as a result of his philanthropy too." I mused.



TERRY'S TIP

*A High C asks the
“why” questions*

*“Why does it work
this way?”*

“Why is this step needed?”

Jacob's Analysis

"OK, Jacob, we've just spent the best part of ninety minutes going over the four behavioural styles, you've got a much deeper understanding of your four direct reports, now what about you, where do you fit in the DISC Model?" I asked.

"I wondered when you were going to come to that," he smiled. "I think I'm a cross between a Dominant and an Influencer, is that possible? He asked.

"Yes, that is absolutely possible, in fact most people are a mix of two, three or even the four styles. We all have a major preference to which we are drawn and then we have a secondary preference and so on."

"Why do you say you are a mix between the Dominant and the Influencer?" I quizzed.

"There are elements of Dennis' behaviour which I see myself doing and then I lean toward the behaviours we discussed with Irene. I like to decide and do, I like to make things happen and I'm very focussed on goals and my vision for West IT and that is all about High D, correct? He asked.

"Correct," I repeated."

"Then I see bits of Irene in what I do as well. I'm good at creative ideas, I'm always open to new initiatives and I get excited when Irene or someone floats a big bold strategy out in front of me. I love the people we have working here, even though some of them frustrate the hell out of me at times. I think if I was to lock myself away from people and work in my own bubble, which I'm sure Catherine could do easily, I would wilt on the vine. I need the stimulation of an engaging conversation, a change of scenery and the thrill of a challenge."



“So, I’m a cross between Dennis and Irene, a Dominant Influencer.” Jacob concluded.

“I think you’ve summed it up nicely and once we finish here today, I’m going to set you up to complete an online assessment that will give you a detailed report all about you and your behaviours. It’s about 35,000 words all about you and your behavioural preferences, plus how to adapt to others that are different to you. The other thing to be aware of is that your behaviours can and do change between home and work, or between rest and stress.

You have what we call natural and adapted behaviour. Natural behaviour is you at rest or maybe under stress. Under stress you tend to go back to what you know and love the best, your natural behaviour. Your adapted behaviour is you at work. You must adapt to the work environment and your behaviour may change slightly or even dramatically for some when they go to work.

There’s no right or wrong with any of this, it’s simply a measurement of your behaviours at a moment in time. Doing the full assessment gives you a detailed analysis of your behavioural tendencies and enables us to assess whether those behaviours are serving you well, because here’s the good news, you can consciously change your behaviours, if you choose to do so.”

“Well, that’s good news,” mused Jacob, “there’s hope for me yet.” He smiled.

“Yes indeed, I’ll send you a link to the questions and it takes about twelve to fifteen minutes to complete and once you hit the finish button a report is generated immediately. I’ve been using these reports now for twenty plus years and they are extremely accurate. When I hand them out in workshops, I’ve had participants say things like, ‘Have you been following

me around! They are so accurate.

The other thing is after you've got your report, I would encourage you to take it home and let Myra, your wife read it. It will give you both some extra insights into your relationship and how or where you could improve that too."

"Maybe I should get her to do one too," Jacob said.

"I would strongly recommend that" I replied. "I always recommend that where possible the significant other takes the assessment as well; it brings a whole new level of understanding to the relationship. Please don't misunderstand me, I'm not suggesting you are doing anything wrong; I just know that any relationship can do with a leg up at times."

"I get it" replied Jacob.

"Where do you fit Terry?" Jacob asked.

"Now that's a good question and before I answer, what's your assessment of where I fit and why?"

"Hmmm, I'm thinking definitely an Influencer, you are so good at relationships and seem to be able to charm almost anyone, you are great with ideas and creating compelling visions. You seem to be connected with so many people, hmmm wait, maybe that means you are an Influencer first and then a Steady?"

"Why the Steady?" I asked.

"You are such a good listener and people seem to be drawn to you as a coach, your listening skills, coupled with the ability to pour oil on troubled waters to me indicates the Steady component."

"Am I close?" He asked.



"You are almost spot on, my friend," I said.

"I also have a questionnaire on my website that enables you to figure out what someone else's behavioural type is, you simply answer the questions about them, and it will tell you what their dominant style is and give you a detailed report about how to get along with them. I'll show you how to find it later." I said.

Distribution

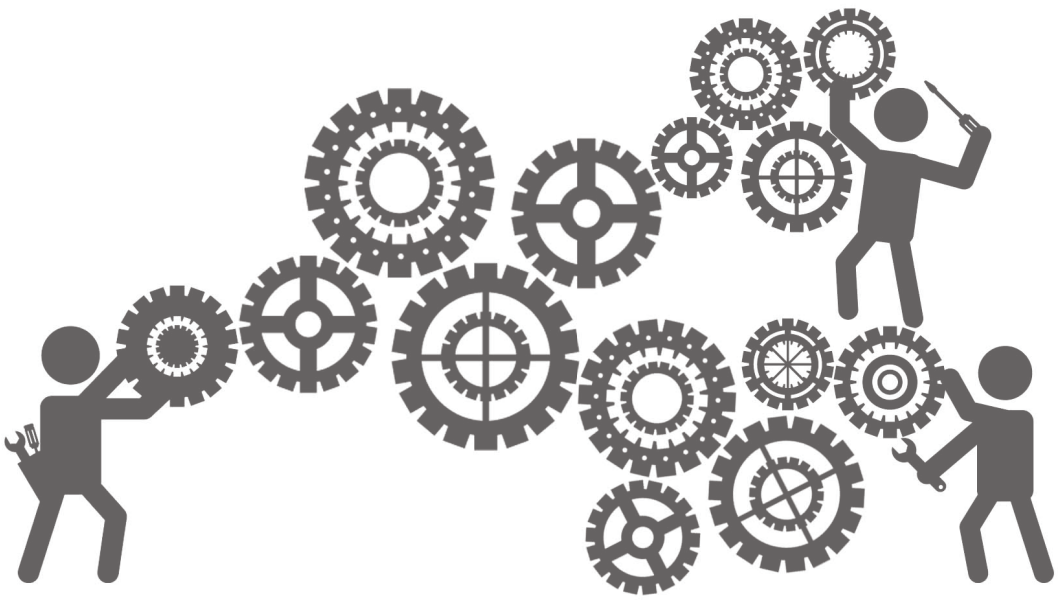
"You mentioned earlier certain percentages for each style in Australia, does it vary from country to country?" Jacob asked. "Yes, it does actually, let me see if I have the numbers with me" I said as I reached into my satchel. "Here we go, I have a map which details the numbers around the world based on the language in which they completed the profile. Here, have a look." I said as I passed Jacob the map.

"You'll notice that there are three different versions of English reported, North America, which includes Canada, the UK and Australia. The US and UK and Australia have slightly different spelling as I'm sure you are aware, then the UK and Australia, are separate, even though they use the same Queen's English, that is simply based on geography. I think the rest of the countries are self-explanatory, based on their particular language. Here in Singapore, I tend to use the US English version as that seems to be the spelling norm here." Here's the map I showed Jacob.

DISC Around the World

REGION	D	I	S	C
English (Australia)	10	31	32	27
English (UK)	11	39	26	24
English (USA)	10	40	24	26
Spanish	14	36	20	30
Portuguese	14	31	24	31
French	18	24	20	38
Swedish	8	43	33	16
Dutch	17	38	18	27
German	14	28	30	28
Arabic	8	33	19	40
Russian	23	28	19	30
Korean	7	24	21	48
Turkish	23	33	17	27
Indonesian	20	27	7	46
Japanese	6	44	27	23
Chinese	10	23	36	31
Vietnamese	9	33	22	36





CHAPTER 9:

West IT Three Months Later

A lot has happened at West IT over the last three months and Jacob has invited me to share a celebratory dinner with him and his wife, Myra. He asks me to meet them at a restaurant called Candlenut, in Dempsey Road. It's a happy reunion when we meet again, as it's been a month since I delivered my last workshop at West IT.

"I hope you are ready for a treat," Jacob says, "this restaurant serves Peranakan food, this style of food is part of Singapore's heritage and goes back to the 15th century, it combines Chinese ingredients with Indonesian and Malaysian spices and cooking techniques. This restaurant is the world's first Michelin starred Peranakan restaurant."

"I can hardly wait," I enthused. The food was amazing, we dined on blue swimmer crab curry with turmeric,

galangal and kaffir lime leaf and then beef rib rendang, with a dry caramelised curry.

After dinner Jacob's wife Myra said, "Terry, I'm delighted with the work that you have done at West IT, I've got my husband of old back again, no more stressed-out zombie like behaviour with horrible mood swings. He is so much calmer and he comes home with positive stories of collaboration and cooperation, rather than whinging, bitching, and moaning. I don't know exactly what you did, but it worked. Thank you." She enthused.

I smiled, "it's my pleasure to be of service to you," I said. "A lot of the hard work was actually done by Jacob and his four direct reports, Dennis, Irene, Sam and Catherine, I just mapped out a pathway, which they followed."

"Just what was that pathway?" she asked.

"I'll give you the short version," I said. "The first thing we did was get the management team together and introduce the concept of the DISC Profile."

"Ah Yes, the DISC profile, I loved finding out more about my behavioural preferences and then reading Jacob's report shed some light on why he is such a pain at times," she said with a wicked glint in her eye, glancing at her husband with a sly grin.

I smiled, "the next step was to run a one-day workshop for those five managers. On that day I explained the DISC profile, helped them understand their behavioural style and how to get on with others whose style differs from theirs, which in this group was basically everyone. Next, we looked at the Teamocracy Teams Model, this was created by a guy called Lindsay Adams, from Australia. It's simple, yet powerful. He says, you need three things to make a team work:"

1. A clear vision and common goals



2. The right person in the right job
3. Good communication

“Jacob was great at sharing his renewed vision for West IT and the team got on board with it and were great at communicating that vision to their teams. As part of the first day’s work together we mapped out an implementation plan to turn the business around based on that clear vision, underpinning it with agreed common goals. The next step was to run more one day workshops for each manager and their team. All twenty-nine staff completed a DISC assessment as part of this process and each manager stood up and endorsed the process, shared the vision, and opened up the lines of communication with their team at the start of each day.

This was critical so that staff understood the importance of understanding behaviours and that they may have to adapt to get along better with a work colleague. Dennis started the process with his Help Desk team. He had several High D’s in his team because he recruited them, and managers tend to recruit in their own like. The learning for Dennis was how to deal with the other styles within his team. He had a couple of High S, or Steady’s, who give great service and are great at listening and building and maintaining solid relationships. These skills are highly useful on a Help Desk. Once Dennis understood why their calls always took a little longer, he stepped back and focussed on outputs, rather than time spent with clients.

Next cab off the rank was Irene and the Sales Team. The best part with Irene’s team was her account managers, as they grasped the potential of this quickly and with some additional work, we helped them to identify others behavioural style, simply by observation. This then enabled them to speak to their prospect or client in their behavioural style or the way they liked to be addressed. Their ability to close sales jumped



overnight as suddenly they communicated better with their prospects.

The interesting thing with behaviours is that only 10% of the population, the Dominant's like being sold to, the rest hate the hard sell, though they will buy when they are ready. Once we helped the account managers understand this fact, they simply changed their strategy for the rest of their prospects and allowed them to buy, rather than trying to go hard sell on them. Sales jumped 38% in the first month after we implemented this process and are holding solid at much higher levels.

When I worked with Sam and his team, which was made up of two Steady's and one Conscientious, I was able to show them some great additional features of working with the DISC assessment. This is where the right person in the right job part of the Teamocracy Teams Model came into play. Sam and his team incorporate administration, human resources, and accounts, so you can understand the makeup of his team, all detail-oriented people, though a little slow to embrace change.

When I showed them the benchmarking capabilities and explained how it could streamline their recruitment process, they were very keen to learn the process."

"How does that work?" asked Myra.

"Both Catherine and Dennis needed more staff and finding the right people is always critical, so we created some benchmarks to recruit against. We now knew the behavioural style of all staff; we also knew the top performers within each team. The next step was to create a benchmark profile, which is like summarising the best characteristics of the best staff and creating one DISC profile that reflects that behavioural style," I replied.

"Once we had the benchmark for each team, we could recruit against it. We advertised in the Straits Times



and as usual got a lot of applicants. Sam and his team shortlisted to a manageable number, then we profiled each person on the shortlist. If they matched the benchmark, they were invited for an interview, if they didn't, we gave them a miss."

"Can a profile really tell you the best person to hire?" asked a sceptical Myra.

"No, not completely, however, we know that once they match our top performers, there is a strong chance they will exhibit the same workplace behaviours on the job. That's the scientific part, the next step in the process is to interview them personally and cover off on the emotional part. During the interview we evaluate their values, attitude, and make sure they fit the look of West IT. The final step is the traditional referee checking."

"That's ingenious," enthused Myra.

"It sure took a lot of pressure off Sam and his team, once they understood the benchmarking process. The beauty of the system is that even if you don't have any high performers, or perhaps any staff at all, there are still hundreds, maybe thousands of pre-set benchmarks, already formulated by my suppliers 24x7Assessments.com.au. They are constantly updating their database."

"The last workshop was with Catherine's team. This group was the hardest to get together in one place on one day, as they are constantly in demand out on the road, doing installs and repairs for clients. This group was also the most sceptical and I had to be sure to explain the model very carefully with lots of real-life examples to help them understand."

"I'm guessing Catherine had done what Dennis did and recruited a bunch of people just like her to fill the rolls?" queried Myra.



“Yes, true, though to be fair a lot of IT engineers are High S or High C types, it’s the love of detail that draws them to the role. A lot of software engineers think the computer is their client, not the person operating it!” I grinned.

“OK, so you ran all the staff through a one-day workshop explaining the DISC profile, plus they got to hear Jacob’s vision, you implemented the right person, right job strategy with the benchmarking and I have to say communication has improved out of sight, from what Jacob tells me. What did you do next?” Myra enquired.

“We made sure that staff had access to a coach or mentor to help them adjust, to ask questions, or to keep them on track.

The High S and High C’s struggle with change, so we had to make sure they were well supported through the process. I played the role of coach to the Leadership Team and then we identified key staff across the organisation that could be trained to be workplace coaches. I ran a one-day coaching training workshop for them, and we went over the DISC profile with them in detail and gave them the appropriate skills to enable them to be there for their buddies at work.

The final piece was the weekly team meetings, which focussed on filling them in on company news and progress toward our vision and of course we took the time to celebrate when we hit some of the interim goals. The Team meetings were part of our communication strategy, Jacob would meet every Friday morning at 9am with Dennis, Irene, Sam, and Catherine and all would agree on the message or priority for the weekly team meeting.

By the close of business, each Department Head would hold a meeting for all staff within their team and share



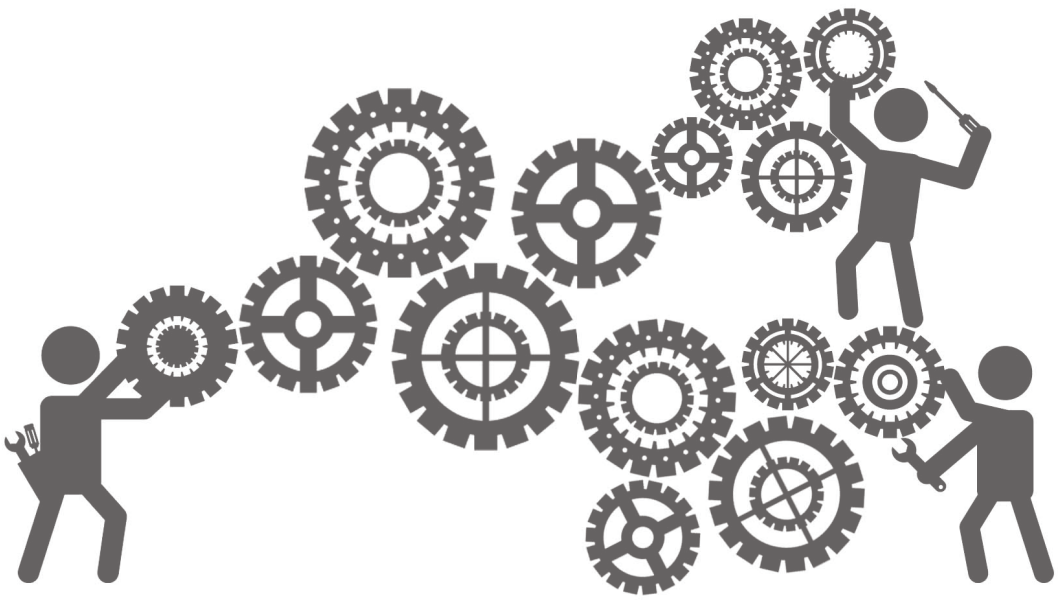
the same message, that way everyone in the company heard the same message on the same day.

For Catherine the meetings happened at 3pm on Friday. Her team made a point of being off the road and in the office no matter what by 3pm for the briefing and then Catherine would shout everyone cakes or some nice treats as part of the meeting. The smaller teams, Sam, and Irene, tended to do their meetings over morning tea, whilst Dennis held his during lunchtime and provided pizzas, or sandwiches or similar. Basically, each team created the space at the time that suited them best.

I'm delighted to say that your husband did a great job embracing the fact that all his team approach life from a slightly different perspective or behavioural style. Teaching them how to understand their style and how to adapt to others whilst implementing a team's model was no small task and he rose to the challenge admirably."

Myra smiled, "A huge success overall I think, well done to all of you."





CHAPTER 10:

Summary of Terry's Tips

High D, Red

Terry's Tip #1: A High D/Red is easily bored with superficial talk, so stick to the agenda, avoid wasting their time.

Terry's Tip #2: A High D/Red is not so interested in the emotional issues; they like to stick to the cold hard facts.

Terry's Tip #3: A Power Desk may indicate a High D/Red.

Terry's Tip #4: There's nothing worse than a bored High D/Red.



Terry's Tip #5: A High D/Red asks the "What" questions, "What's the bottom line?" or, "What's in it for me?"

High I, Yellow

Terry's Tip #6: Heap praise on a High I/Yellow Especially in public to keep them producing.

Terry's Tip #7: If you want a creative solution or alternative, ask a High I/Yellow

Terry's Tip #8: Avoid allocating boring or routine work to a High I/Yellow You must engage their creative side where possible

Terry's Tip #9: A High I/Yellow can be easily identified by their seemingly disorganised workspace.

Terry's Tip #10: If you can get a High I/Yellow excited They will go with you on the journey

Terry's Tip #11: A High I/Yellow asks the "Who" questions
"Who is at the meeting?"
"Who else uses this?"

High S Green

Terry's Tip #12: The High S/Green loves to support others, They are happy to take the back seat and stay out of the limelight



Terry's Tip #13: A High S/Green listens well, with the sole aim of getting along with others.

Terry's Tip #14: Look for treasured photos, framed certificates expressing a personal touch in a High S/Green Office space

Terry's Tip #15: Never push for rapid change or a quick decision with a High S/Green, they will want to examine all the facts and even consult extensively before deciding

Terry's Tip #16: A High S/Green asks the "How" questions
"How are we going to do this?"
"How does this impact us?"

High C Blue

Terry's Tip #17: Never try to outsmart High C/Blue as they love to research and quote details They have read any policy or procedure manual and know them backwards.

Terry's Tip #18: You can't rush a High C/Blue into a decision They need time to examine all the facts and make a carefully calculated decision.

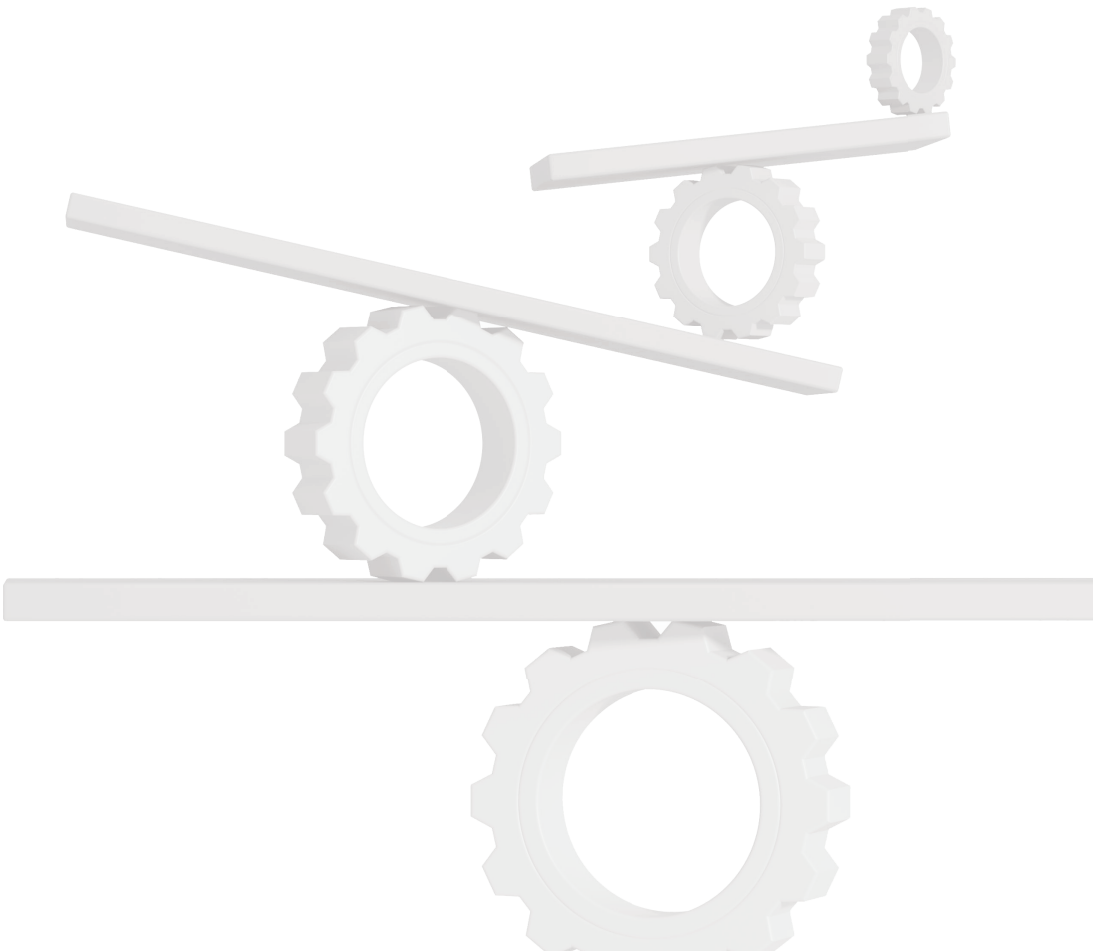
Terry's Tip #19: It's easy to spot a High C/Blue's desk, it is extremely tidy With everything in a place and a place for everything No matter the time of the day.

Terry's Tip #20: If a High C/Blue makes a recommendation on something important, you can rest assured it is the best option They will have painstakingly researched the options before making the decision.

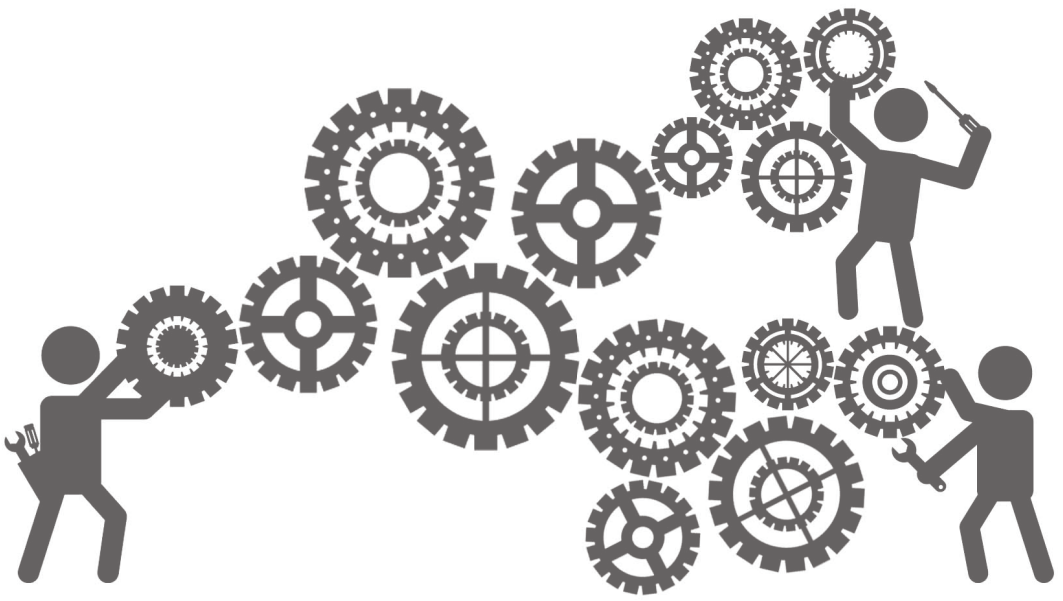
Terry's Tip #21: A High C/Blue asks the "Why" questions
"Why does it work this way?"
"Why is this step needed?"



IMPLEMENTATION GUIDE







CHAPTER 11:

How Do You Identify a Person's Behavioural Style?

Introducing the Prospector Quiz

Like Jacob West, many business owners, and managers find themselves trapped with unworkable teams, staff that don't get along, or people at war with each other inside their organisations. They simply don't know how to deal with their behaviours at work, how to speak to these people to get them to cooperate, work cohesively and be productive as a team.

Alternately, you may find yourself trapped in a relationship with a work colleague, life partner or friend that just isn't working like it used to, you want it to work, though just can't see a way forward.



The first step to solving this problem is to identify the other person's style and adapting your behaviour slightly to enable better communication between the people. In an ideal world, we would simply get everyone to fill in a DISC assessment and then have a full and frank discussion about our differences and what we should do to cooperate better.

Sadly, this is not always possible. I have worked with thousands of people that tell me their boss, their work colleague, their husband, their wife just doesn't get it and they struggle to get on with them. This is not just limited to the workplace and applies just as equally to relationships at work or at home. I've been asked time and again what I can do to get along with this person. Some of the more intuitive people figure out how or why they differ from the other person, then struggle to adjust their behaviour to align themselves more.

People that have the luxury of doing a DISC assessment with their team or work colleagues get the fast track to understanding. I've been asked, is there a way to tell what another person's behavioural style is without asking them to fill in the assessment. The short answer is, Yes!

There are two ways you can learn another person's behavioural style, the first is by observation and if you read on, in this Chapter I will document ways you can identify a person's style simply by observing them from afar, engaging with them, maybe shaking their hand, and having a conversation with them. All of the methods I cover are very easy to identify and with a little practice, you will become a relationship adapter in no time at all.

The second way is to go to my website <https://www.lindsayadams.com/prospector-quiz/> and complete the Prospector Quiz. Simply think about the other person as you answer the questions and once



you are complete, you will have access to a complete report identifying their primary behavioural style with details on how to get along with them.

The report will tell you:

- An overview of their style
- Their typical behaviours
- What to do with this style
- What not to do with this style
- How to get along better with this person

To access the Prospector Quiz, click on this link: <https://www.lindsayadams.com/prospector-quiz/> or Scan the QR Code here to go straight to the Prospector Quiz



Identifying a Person's Behavioural Style by Observation

Do you want to learn how to identify a person's behavioural style by observation? If so, read on.

The thing to remember is that people's behavioural styles are always on view, all you have to do is notice. If you have the luxury of time, you can go online and fill in the Prospector Quiz, if you don't have the luxury of time, look, and listen to the person you are trying to figure out. There are a whole range of verbal, visual



and vocal cues to listen and look for.

Verbal, Vocal and Visual Clues

Verbal communication primarily includes the words people use to express themselves, their content. Vocal communication is all the aspects of the voice, the tone, pitch, speed, resonance, rhythm, and inflection. Visual communication is maybe the easiest to see or interpret, it's the body language. This covers movement of all parts of the body, from the flicker of an eyelid, to a grimace of the mouth or the obvious folding of the arms. All have meaning and are open to interpretation. You have to be careful though as when we see an aspect of body language, we sometimes misinterpret, because we overlay the observation with our value judgments. Remember the filters I referred to in Chapter 2, Communication is the response you get.

Let's go back to folded arms again, according to some body language experts, it could mean the person is resistant to an idea. It may mean they are protecting themselves from a barrage of foreign ideas or concepts, or it could just mean they are cold. You can't interpret just one signal in isolation, you must where possible use all three, verbal, vocal and visual to put together a proper interpretation.

Four Factors

There are four factors to consider when observing people, the first two are whether someone is Fast Paced or Slow Paced in their behaviour. I'll go into more detail shortly, however, let's just say that a Fast-Paced person speaks their mind and leaves you in no doubt about what they are thinking. A Slow-Paced person takes a more roundabout approach and may suggest an idea, they are more objective, quiet, even indecisive. These two options are readily observable in people's daily behaviours and are easily seen or heard. Generally,

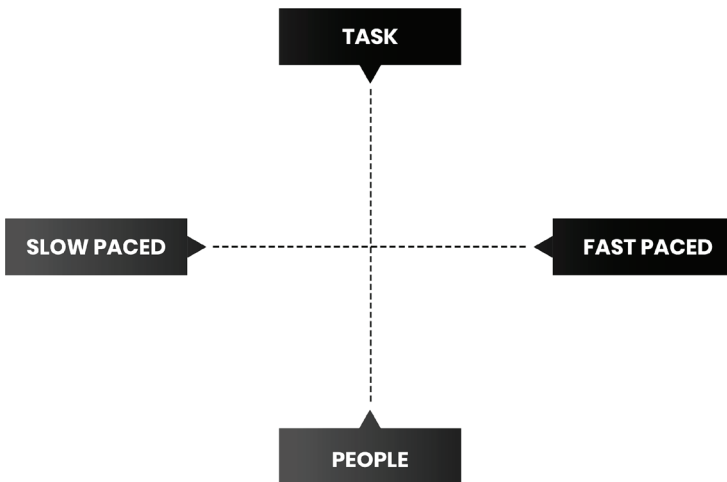


people are either one or the other.

The next two factors to consider are People Focus and Task focus, these are the motivating factors behind a person's daily behaviours. A people-focussed person is motivated by their relationship and feelings, whilst a task-focussed person is less relationship focussed and more focussed on getting the job done. These two dimensions tend to focus on why we do the things we do.

Think of these four factors as being at the end of two separate continuums. People can move up and down the two continuums depending on their preference.

The Four Factors Continuum



Fast Paced

Fast-Paced means the forthright expression of thoughts, feelings or expectations, others are left in no doubt about the fast-paced person's opinion or thoughts. A

fast-paced person makes strong first impressions, and comes forward with a strong demeanour, they will take charge where possible. They get impatient with others that do not match their fast pace, they like to decide and do, take action and are not afraid of risks.

They appear to be confident, often talk a lot and never hesitate to dominate a conversation. They are never afraid to express their opinion, whether it has been asked for or not and they make definitive statements. A fast-paced person takes action to direct the play, "Tell your boss I've been waiting fifteen minutes already, how much longer will she be?" would be the words a direct would use. An indirect might say "Do you think your boss will be much longer?"

A fast-paced person is often competitive, moves at a fast pace and is very assertive. This can lead to a confrontational attitude, a lack of consideration for others and a hasty approach to things in general. Fast-paced people are usually extroverts who focus on getting things done or taking action. They work and play hard and at a social function are never bashful. They will get on the front foot and go around introducing themselves as a way of creating an air of importance or influence among the group.

They like to decide and do and get annoyed when things don't go the way they planned, or if the pace is not fast enough for them. They aren't afraid of making errors as they haven't got time for waiting around the check if something is right or wrong. This is a task they will happily delegate to a slower-paced person, as it saves them time and boosts their ego as the group leader. They are very good at conquering new territory, tasks, or relationships; however, this uses up their precious time and can cause some performance pressure on them.

Risk taking is a way of life for the fast-paced person



and they enjoy risks and the associated delight of achievement at a fast pace. This pace creates excitement for them, and they aren't afraid to rush head on at a challenge only to find they have crashed through a barrier so forcefully, they have caused irreparable damage. This of course causes more unwelcome and unplanned issues, which they can rush to solve head on at full speed. With this attitude, quality is not a priority for them. They much prefer quantity and judge themselves based on output, whether it's the perfect or correct output or not.

Because of this attitude, trial and error is always a good option, as they believe the statistics are with them, they will succeed more than they will fail. The number of implementations is always more important than the percentage of implementations. Because of this, fast-paced people excel at sales. They have no qualms hearing the word, no and if they are told no, they simply keep going until they get told yes. It's just a numbers game, so keep playing ploughing through the numbers. A slow-paced person would see the no, as a personal rejection and may search for an alternate method before being forced back into the same scenario again.

Fast-paced people love to gesticulate, wave their arms around, point excitedly when expressing themselves. If they are close enough you may get a shove, an elbow or maybe even a hug to emphasise a point. One of the famous US Leadership speakers, Charlie "Tremendous" Jones was legendary for hugging anyone that got close to him. The hug was used to affirm or reinforce something he had said to a participant. He was a true fast-paced person.

They make their verbal points forcefully, using strident language, matched with an appropriate vocal tone and assertive body language. They speak fast and with authority, they will tell, rather than ask. "Excuse me

miss, can you bring me the drinks menu please, I'm thirsty." They know the answer to most questions, just ask them, they will never hesitate to give you their thinking, again, whether it's right or wrong, doesn't matter.

They are impatient and can be blunt. "This wine is corked; how could you possibly serve this in a restaurant of this standard?" This approach can lead them into hot water and uncomfortable conversations, as they navigate their way around the obvious insult they just delivered. A fast-paced person is happy to go in their own direction, whenever the whim takes them. They don't care so much about what others might think or say. "I haven't got time for that rubbish", is a likely response.

If a fast-paced person actually crashes through and creates a sought-after opportunity, they will not hesitate to tell anyone that's listening about their amazing success, their persistence to achieve this and their sweet joy at being so clever. If they get any negative feedback for the methodology they used, which sometimes could be less than ideal, they will scoff at the suggestion that they may have 'bent the rules', or 'taken unnecessary risk.' Their standard response is "It's easier to beg forgiveness, than ask permission. Afterall, you can always make up for it later.

Slow Paced

The opposite of fast-paced, the slow-paced person is quieter and more reserved, they listen and ask questions, more than they talk. They keep their opinions to themselves and even if they are asked, they may make middle of the road or tentative statements. This can be interpreted by others as being wishy washy, maybe aloof, or unassertive. The slow-paced person is more objective and quieter with their opinions. They are less assertive, less demanding, less confronting,



and not at all socially competitive.

For example, if there is a group discussion about a new restaurant, the slow-paced person would follow along with interest, listening intently and even though they may want to go to the new restaurant, would never suggest that they make a booking for the group. Instead, they will wait patiently for a fast-paced person in the group to suggest that they all go try it out.

As the title suggests they are slower at decision making than their fast-paced counterparts. They assess risk carefully and explore all the facts before making any conclusions. Consequently, they rarely make huge steps forward, take spontaneous actions, or make bold choices. They leave these actions for the foolhardy, they wouldn't do something like that because they may fail and how would that look on their CV? The slow-paced person will do things they are comfortable with and whilst this may ensure a high success rate, it rarely creates any change, which suits the slow-paced person fine.

If they do try something new and it doesn't work, they take the failure personally. They will analyse the failure over and over, trying to identify what's wrong with them, rather than what's wrong with the system or process. This negative self-talk can go on for days and can be debilitating for some extreme slow-paced people.

Everything about a slow-paced person is, well, slow-paced. They speak slower than their fast-paced counterparts, they act slower, they respond slower, they are cautious decision makers, they do not relish change, unless it has been well planned and they love stability, structure, and routine. In terms of decision making, they are great users of decision-making matrices. This serves several purposes, it allows them to examine all of the facts, including the positive and negative possibilities, plus eliminate grey areas, which

they struggle with and creates a structured assessment process, which gives them comfort.

If you make an appointment to meet with a slow-paced person, they will be early and will have prepared extensively for the meeting, printing the agenda and if there is no set agenda, they will create one. They will research issues prior to the meeting and bring along their research findings to share. They will become irritated if they meet with a fast-paced person and the fast-paced person ignores the detailed research presented at the meeting. However, they will never say so out loud, they may confide their disappointment to another trusted slow-paced person after the meeting.

At the meeting they tend to ask rather than make a definite statement. "By saying that's expensive, do you mean that you are concerned about the budget?" would be a slow-paced way of checking concerns about the finances. They speak tentatively prefacing statements with "It seems to me that...", or "the next logical step may be..." If they disagree, they may say so in a roundabout way "I think the other option is more appealing."

Unlike the fast-paced person, they hide their emotions and can be inscrutable to others around the meeting table. They can be angry, disappointed, or even happy and their face never shows any sign of emotion.

In terms of achievement, the slow-paced person will be happy with steady results and will stick to their tried-and-true methodologies, they never try to push anyone for anything in order to achieve the outcomes they seek. Where possible, they will work quietly away as part of a team, doing their bit in the process, efficiently and consistently. They do not need to stand out alone and would not consider maverick behaviour to achieve an outcome. I'm just part of a well-oiled machine, doing my part for the team, is their mantra



Fast Paced versus Slow Paced

This chart gives a quick summary of behaviours for Fast-Paced and Slow-Paced people. It may help you identify some key behaviours.

Fast-Paced Behaviours	Slow-Paced behaviours
I talk more than listen	I listen more than talk
I speak at a rapid pace	I speak at a slower pace
I make decisions quickly; I don't need the facts	I make decisions slowly; I need all the facts
I speak my mind & share my opinions openly	I tend to keep my opinions to myself
I react quickly when faced with a new situation	I react cautiously when faced with a new situation
I get frustrated when things don't move fast enough	I get frustrated when things move too fast for my liking
I am more assertive	I am less assertive
I'm happy to engage in conflict	I would run a mile, rather than get into conflict

People Focus

A people focussed person is usually expressive, both with their voice and their body. They make great eye contact with you, emphasise their feelings and use gestures to reinforce their point. An important point will never be made with words alone, it will always include a flourish of the arm, an accusatory pointing of the finger or a dismissive flick of the head. The story is conveyed as much by the movement as the words. A people focussed person will usually tell a story to illustrate a point, rather than present dry facts. In fact, they may never let true facts get in the way of a good story and can be guilty of exaggeration to convey a story.

A people focussed person can easily get distracted from the main topic and wander off point to share a personal experience or anecdote. To them, this makes the conversation more enjoyable and relatable to their audience and after all, having fun is an important part of the communication process. This tendency can be annoying to their task focused buddies, however they will casually ignore the glances at watches or fidgeting as they regale their impatient audience with what happened when they took the wrong turn off the bitumen road onto the sand track which led them a magnificent beach, where their vehicle almost got bogged as they had to do a seven-point turn to get back onto the road, which eventually lead them to their destination!

Their concept of time is very different to that of their task focussed buddies, they are more concerned about spending time talking to people, than worrying about completing tasks. Relationships are far more important and have a much higher priority to a people focussed person. In a meeting they can be guilty of taking too much time to "check in" with people and ask after their welfare, rather than checking if they have achieved their allocated tasks.



As always those at the opposite end of the continuum regard some behaviours as overused and may interpret them differently. Too much friendly behaviour may be interpreted as being patronising, too much expression when they are talking can become melodrama, too much sharing of personal feelings may be interpreted as just being plain needy and if they get off track or digress in a conversation it may be seen as inattention to detail.

Like everything in life, there are two ends to the continuum, so let's look at the Task focussed people.

Task Focus

As I mentioned earlier, the task focussed person likes to stick to the facts, just the facts man! They will focus on the details, the issues at hand and keep their feelings carefully hidden from everyone else. They use few facial expressions and when they speak, they have no need to talk with their hands, wave their arms about or use any large gestures to emphasise anything. They believe they can get their point across perfectly with the use of precise, descriptive words and maybe the rise of an eyebrow, or a gentle upturn of the lips, not a smile, however, just a gentle upturn of the lips!

A task focussed person likes to keep their personal space, just that, personal. They have no need to get close to anybody, let alone people they are talking to. They will not touch you, hug you and may even give you a fleeting handshake, only because business etiquette tells them they have to shake hands. Really, they would prefer not to do that at all.

Just as they keep their physical space distant, they also keep their relationship space distant. It can take a while to break down the communication barriers they put in place to get to know them. Once the barriers



are broken, the people person may say something like, "Once you finally get to know the guy, he's actually a good fellow."

If you are working with a task focussed person, do not take anything from their desk, without their permission as those items are theirs and not for sharing. Also note well that their desks are usually well ordered, tidy places with everything in its place and a place for everything. A practical joker people focussed person I knew would rearrange the desk of his task focussed workmate at the end of every day, moving pens to opposite sides of the desk, changing the in tray with the out tray, then get in early the next day to watch "The Show" as he called it.

His task focussed buddy would come into work and make a very big production of rearranging his desk back to the way it should have been. Having said this however the task focussed person never made a vocal fuss, he was clearly annoyed, though refused to show much emotion publicly as he reordered his domain.

When in conversation or at a meeting the task focussed person will drive for facts and details, so they can move on to complete tasks. They are always time focussed and will curtail conversation with "I'm sorry, I can't talk now, I have to get this done by 3pm." They must be in control and don't cope well with shifting goalposts, deadlines, or staffing. They value the planning process as almost as important as the production of outcomes, spending time planning guarantees good outcomes in their mind.

These people can be viewed as restrictive, coercive, even overbearing by others as they drive to complete tasks. They work well in teams, providing the rest of the team are also task focussed. They struggle with people focussed colleagues as they do not keep the focus, they think is necessary. Because of this,



they are happy to work alone if they have to and will quietly take themselves away from the often noisy work environment preferred by their people focussed workmates.

Time is money to a task focussed person, so they will refrain from sharing thoughts or feelings unnecessarily, as that may lead to more time wasting. If they have to engage in conversation, they will drive for a conclusion and if they are talking to a people person, they may have to guide them back to the topic at hand, rather than let them drift off on a tangent. One of their favourite methodologies for this is to say, "What's the point you are trying to make?", or "Can you summarise that for me?"

Those with a people focus can regard a task focussed person as being cold hearted, or unsympathetic because of their lack of focus on feelings, or relationships. This can be exacerbated by the task person being selective about who they spend time with, preferring the company of similar behavioural types.

As I mentioned earlier, there is a continuum between people focus and task focus and people move up and down the continuum by choice or circumstance. Human beings have the ability to learn, adapt and change depending on the situation they find themselves in, so a very task focussed person today may be a less task focussed person tomorrow. The same rule applies to a people person.

Task Focus Versus People Focus

This chart gives a quick summary of behaviours for Task and People Focus. It may help you identify some key behaviours.

Task Focused Behaviours	People Focused Behaviours
I prefer to get the job done before socialising with people	I prefer to socialise with other before I get the job done
I prefer to keep my personal feelings private	I don't mind sharing my feelings at all
I find people overwhelming sometimes	I love working with people
I tend to keep a bland or emotionless face in meetings	I tend to express my feelings openly through my facial expressions at meetings
I can be aloof in social situations	I am outgoing and easy to engage in social situations
I prefer to get my job done alone	I prefer to work with other people to get my job done
I emphasise facts over feelings	I prefer to work with other people to get my job done
It takes a while before I will allow you to get to know me	I'm easy to get to know



Handshake

When you meet someone for the first time, one of the most common things that happens is that we shake hands. As I'm writing this we are in the middle of a global pandemic, with the world being impacted by the virus Covid 19. Up to this point I have not mentioned this, and previous text includes comments about shaking hands, which for some no longer happens.

In Australia, we are now largely Covid free, and business has almost gone back to normal, whatever that is now! I am now going to address how to identify a person's behaviour style by their handshake, I will talk about pre-Covid and then post-Covid as I know they will differ, though I've certainly had some interesting situations since returning to business meetings, networking, and trade shows.

Remember that the handshake alone does not guarantee a person's behaviour style, however, is a good starter indicator of style. You absolutely must combine this with observing other factors, which I am going to outlay here.

Pre-Covid

Prior to Covid 19, handshaking was a routine part of business and friendship. Let's have a look at the four behavioural styles and how to identify their handshake.

Dominant

The Dominant handshake is firm and direct, just like the High D. The hands will meet web to web. That is the piece of skin between the thumb and forefinger. It will be a firm grip and there will only be one pump. The Dominant will typically say their first name only. "Hello, I'm Greg," whilst looking you straight in the eye.



Remember the Dominant gets straight to point in their conversation, so this is reflected in the handshake also, grip it firm, one pump, say my name, now let's do business, is what they are thinking at the time. Actually, they aren't thinking that at all, they are thinking about how big a sale they are going to make from you!

Influencer

The Influencer handshake is the double pump, they will grasp the hand and not squeeze too hard or too soft, it will be just right. They will look at you and most likely smile and you will see that they genuinely want to meet you in their eyes. The handshake is like their speech, fast and enthusiastic. The double pump may turn into the triple pump, the quadruple pump or worse, they may attempt to shake your arm off.

I once met a High I/Yellow in Melbourne, I had spoken at an event and this guy contacted me and asked if we could meet. He was apparently a fan of my work and had said so in his lead up emails. When we met, he was clearly excited to see me and his face lit up, his eyes sparkled. He said "Terry Munro, I'm so excited to meet you at last." While he said this, he grabbed my hand and started shaking and he didn't stop as he spoke. I said, "I'm delighted to meet you too."

A reasonably brief conversation I can hear you thinking, the only thing was he kept shaking and shaking my hand, he was like a dog with two wagging tails! After having my arm pumped and pumped, I said, "Um, can I have my hand back?" That got him even more excited, and he pumped it a few more times, whilst saying "Oh, sorry."

I did get my hand back and now I smile every time someone shakes my hand and does the double pump. It's a good start to identify their style.



Steady

The Steady handshake is a sincere affair, just like the Steady themselves. They will grasp your hand and then to show their sincerity, they will put their other hand over the top of yours, so in effect you will have three hands involved, one of yours and two of theirs. Remember the Steady is into relationships and people trust them with their trouble and woes, this handshake tells you straight up, you can trust this person as they are making the most physical contact with you possible at the very first meeting.

Nicole Kidman, movie star and Australia born actor demonstrates the double handed handshake quite often. She greets others warmly and once the initial connection is made, places her other hand over the top to cement the association.

Conscientious

Of all the four styles, the Conscientious is the least likely to want to shake your hand. The Conscientious is a slow paced and task focussed person. They do not enjoy physical contact with others and prefer to keep a large amount of personal space between them and others. In a social situation, they are slow to connect to others and although they know a handshake is expected, they still don't enjoy the process.

A handshake from a High C, will be fleeting and delivered at arms-length. Unlike the Dominant it is unlikely that you will grasp their hand web to web. I have had some interesting experiences shaking hands with High C's. I have had my fingers grasped, I've had what I could best describe as a wet fish handshake, so the hands meet, however there is little commitment to the meeting of the flesh and the fingers barely curl around your hand before the grip is broken.

In Asia, particularly Singapore, there is a high population of introverted, space challenged Conscientious people. They know they have to shake hands; however, it is not at all like my father taught me as a teenager, grip the other man's hand, look him in the eye and match the pressure he gives you. This is obviously an Australian tradition.

Post Covid Handshake

Here's what I think we'll see post Covid, some people will not want to shake hands ever again, though when we meet, we will still have a form of greeting that replaces the handshake. I've been to many business meetings, a small number of networking events and ran a booth at a trade show recently, these are my observations.

Dominant

The first meeting I attended after lockdown in Brisbane was with a Dominant. He strode out of his office to greet me and thrust his hand out for me to shake hands, like nothing had changed. In his mind, nothing much had, business was still rolling on for him and whilst it had been different, he was still pushing through.

I think post Covid a High D will still shake hands and then perhaps will sterilise. This happened at my second meeting.

Influencer

Pre Covid the Influencer was the double pumper, post Covid, these people will be the elbow bumpers, the fist bumpers, or even give a healthy wave with jazz hands. Jazz hands is an open palmed wave, can be with one, though usually two hands. Google it if you aren't sure.



At the trade show I attended, the most popular greeting for the Influencers I met was the elbow bump, followed by the one-handed jazz hands wave.

Interestingly, I have met and spent time with numerous Influencer friends post Covid and all of them gave me a hug. Are you hugging they would say before they approached though?

Steady

The Steady will not shake hands and has read all the literature about transfer of germs, though still wants to connect with their trusted friends, clients, and prospects. They will greet you with their open hand over their heart, they will look you in the eye and may nod their head to acknowledge you and will say something like "so nice to see you after so long.". They are expressing the heart connection, without the physical contact.

Conscientious

The Conscientious like the Steady has read and reread all of the literature, they will not shake hands again for a very long time and for them that's not a bad thing. They don't really like to shake hands anyway. My podiatrist is a Conscientious, his attention to detail is legendary, his memory amazing and his work outstanding.

I went to visit him post Covid, he called me into his examination room, he opened the door and stood well back for me to enter, then he indicated a chair for me to sit in. He closed the door and standing a good 2 metres away from me said "Greetings" and he joined his hands prayer-like in front of his body, with the tips of his fingers, just below his chin and he bowed ever so slightly, acknowledging my presence. He then sterilised his hands.

He had not even touched me, and he was sterilising



his hands. He did that about four times during our appointment as he examined my feet and fitted my new orthotics into my shoes. I noted that the last thing he did before I left the room was to sterilise another time. On reflection, I'm not sure whether he was doing it for me or him. I think the first time was to show me he was sterile and after that it was for genuine hygiene reasons.

Clothing

Dominant

The next best indicator of behavioural style is the clothing people wear. A Dominant will always be well dressed, male or female they will likely wear a suit, for women, that could include matching skirt or trousers, both works.

For men, they will wear a matching tie and have a large or chunky watch. They may also have rings on their fingers. The High D is very goal focussed, so they will dress as if they are successful, whether they are or not. They are focussed on what they want and portray the image of a successful business person.

For women, they will wear their suit and a lot of bling, bright shiny jewellery. This jewellery will include earrings, necklaces, bangles, watch and could even extend to a broach on their lapel. The jewellery can be real or imitation, it doesn't matter, however they will stand out and if you spot one, never miss an opportunity to compliment them on their jewellery to boost their ego.



Influencer

The Influencer is perhaps the easiest of all four styles to spot in a crowd, it's easy, as they will stand out from the rest. A High I loves clothes and the opportunity to dress up and show their fine wardrobe to the world. For men, they will wear a suit and a distinctive shirt, maybe a tie, maybe not. The suit will be outstanding, no ordinary serge grey suit will ever work for a High I. It could be a bright colour, maybe a bold pattern, or maybe a combination of both.

A male Influencer will own many suits and sports jackets and shirts. They will also have interesting shoes and if they wear them, glasses, maybe even an earring, again if they wear them.

For women, they too love colour and patterns and have even greater options, not just limited to suits, they can wear dresses, skirts, and blouses to great effect. These items of clothing can also be unique in cut and shape, not just colour. Women have the added opportunity of changing their hair colour and style. If they are a High I, they will have regular hair appointments and the style and colour will never be the same between any two visits. Shoes of course, also play a big role in the women's wardrobe and some High I's I know have huge shoe collections with over one hundred pairs.

Steady

The Steady has a more conservative outlook than the Influencer, they prefer to wear pastels and more muted colours. A female Steady will not wear the style of clothes a female Influencer will wear, preferring a more traditional cut.

For men, they wear more traditional clothes, again with a more muted palette. Their shirts will be pastel, or just plain white, with a tie that is more middle of the



road, than a High I would wear.

Both men and women will wear more sensible shoes that are both comfortable and functional. No outrageous colours necessary here, just good serviceable, brown, black or suede.

Conscientious

The Conscientious does not like to shop, so will tend to wear dated clothes, from last season or the season before that, or before that. I have a friend that is a High C, he owns a pair of jeans that are twenty years old, they still fit him, so why would he need a new pair? Well, that's his logic anyway.

A male Conscientious will own a suit, though it may be a very conservative number and again it could be several years old. One of my brothers is a High C, he owns one suit. He says, I own a suit, if I need a suit, I've got a suit. Compare that to one of my mates that is an Influencer, he owns six suits, and six sports coats and has a collection of interesting shirts, plus shoes and more shoes.

I once coached the CFO, Chief Financial Officer of a large Credit Union. He was supplied with a corporate uniform and even though it was supplied it was still easy to tell he was Conscientious. The shirt he was supplied with was so old, the shirt cuffs had worn so bad, there were threads hanging out of his coat from his cuffs. After I had finished a coaching session with him, I asked if he could do me a favour, his response "Of course." I said, "Great, when you get home, take that shirt off and burn it."

He was flabbergasted and said, "Why, I've had this shirt for years," I said "Yes, I can tell." I don't know if he burnt it, however I never saw that shirt again.



Speech Patterns

You begin to put the picture together, you've shaken hands, you've seen what they are wearing, the next step is to listen to their speech patterns.

Dominant

We've covered some of this already in the book, so I'll make it brief. A Dominant is going to be fast paced with their speech. They will tell you what they want rather than ask. They will speak louder and will have more inflection in their voice, so more rise and fall. They will focus on what they want, and be goal or outcome focussed. Overall, a Dominant will be more competitive or directing the play.

Influencer

The Influencer like the Dominant speaks at a fast pace. They get excited easily, so can get carried away with ideas or explanations. When they speak, they are animated and use expressive words and gestures. They have a more open posture and a casual approach, which differs from the Dominant, who is more formal. Their priority will always be on people, so listen for stories, experiences, and escapades about people.

Like the High D, they too talk louder, and use inflection a lot in their speech, though their focus is on who, rather than what.

Steady

The Steady operates at a slower pace than the Dominant or Influencer. They speak slower, they work slower, they walk slower, so watch for these clues. Their speech is softer and more monotone and matches their

pace, more deliberate. They prioritise cooperation and stability, so listen or watch for evidence of that. They have an open posture and focus on how things should be done or how they are going to be done.

Conscientious

The Conscientious is slower paced also, they focus a lot on details and will ask a lot of clarifying questions. If you are seeking a decision, they will never agree to anything at the first meeting, they will want to go over the details again and again, so they are often easy to identify. They stand out by comparison to the Dominant and Influencer, who want to get going and do stuff. The Conscientious will want to hurry up and gather some more information, check the data one more time, perhaps consult with a trusted colleague, their team or even their partner.

Their Car

This part of the observation cycle becomes a little trickier, it's not always easy to see someone's car. You could ask them outright, though the Steady and Conscientious may be suspicious about why you are asking, unless it has come up as part of general conversation.

I taught this method to one company, and they had a special VIP car park reserved for prospects. The sales team knew to book this VIP spot for visiting prospects and told them to park in a particular numbered VIP parking bay. As part of the instructions to the prospect, they would ask for the Make, Model and Number Plate of their vehicle. To the prospect it looked like they were ensuring a carpark would be available to the sales team they were filling in one more piece of the identification puzzle.



The Dominant's Car

The Dominant's car will be like them, fast paced. They will usually have some sort of muscle car, preferably with a V8 engine or an engine that can go as fast as they like to travel and that's fast. It will be well kept, polished or shiny and never be allowed to get dirty. Sometimes a company supplies a vehicle, and the High D has no say in what car they drive, so remember to check the other parameters as well. You can't just go by one indicator alone.

The Influencer's Car

Like the Dominant, the Influencer will drive a fast car too, it matches their pace preference, they speak fast, they think fast, they decide fast. They will drive a sports car if possible, something flashy, maybe a convertible, with fancy mag wheels that glisten in the sun. The car will be a bright colour, perhaps red or yellow, though the colour isn't specific, it's more the fact that the car has to look good.

The car will be looked after, though at times may need a good wash as there are so many things going on in the Influencer's world that they can't always keep up. If the Influencer is going to a meeting with a client, they will swing by a car wash on the way to make sure their vehicle looks amazing should the client get a look at it.

The Steady's Car

The Steady has a different outlook on cars to the Dominant and Influencer, they go as fast as the pace at which the Steady travels, so a lot slower than the first two. A Steady will have a good reliable family car, that could be a Toyota Camry, or a Ford Mondeo, Kia Sorento. The car will be steady, reliable, and not

cost a fortune. It will be economical and have a solid reputation as value for money.

The Conscientious Car

The Conscientious will have a well-loved car that may not be the current model, remember the High C does not like to shop and why would I spend money on a new car, when this one works fine, it's sturdy, reliable and gets great mileage. A High C may have a hybrid vehicle, like a Toyota Prius or similar, again it's about the economy and value for money. Speed is not important to a High C, as like the Steady, they are slow paced. Their car may need a good wash, though it depends, the High C likes to maintain their vehicles, even if they are an older model. If the book says it needs a service, it will have a service.

Body Language

Different behavioural types demonstrate different styles of body language and as I've already commented once, it can be interpreted in numerous different ways. As Allan Pease, the body language expert taught me many years ago, you have to look for patterns, you can't observe just one thing and make a decision about their type based on that one exhibited behaviour.

Things to watch for though include, a person's posture, how they stand and hold themselves, their gaze, where they look, their hands, to see the gestures, and of course, their handshake.

The Dominant

It's easy to recognise a Dominant from a distance. In a shopping crowd, they will be the one striding purposefully through the crowd as if they don't exist. Of course, they are focussed on their end goal and nothing



or no one will get in their way. It doesn't matter who is in front of them, they will expect all to make way for their self-important mission.

When you meet a Dominant, they would initially like to keep their distance from you, though when they shake hands, it is very powerful, they tend to lean forward and look you directly in the eye. Their gestures are quite forceful and sharp. This applies to both men and women.

In a meeting they are business like, and their face reflects that, no unnecessary smiling will come from a Dominant. They can be quite forceful expressing their opinion and if the discussion does not go their way, things can get tense. To emphasise their point, they will point at others with their hand though the palm will be facing down. This can be quite disconcerting to some people.

They never hesitate to interrupt another person speaking and will often take a breath, ready to jump in to express their opinion. They will speak with a strong clear voice and will raise their voice to emphasise their point for effect. They will often repeat the same point, only louder the second time around. The interesting thing is that whilst a Dominant may appear outwardly confident, they do feel insecure, though their body language will never betray their feelings.

The Influencer

The body language of the Influencer is open and inviting, they smile often, even if there's not much to smile about. If they feel secure in their surroundings, you can detect it in their body language, they look more relaxed, speak in a more casual tone.

Overall, the Influencer is more relaxed, they meet your eyes in a friendly manner, and they like to get close,



to touch your arm, or perhaps put their arm around you, or even hug you, if they know you well. When they speak, they punctuate their words with expressive gestures.

The Influencer speaks fast like the Dominant and also radiates a positive attitude and air of confidence. Because they are tactile, they may sit close to you, which may be uncomfortable for some, plus they love to hug, men or women, it doesn't matter. An influencer greeting usually includes a hug, unless they don't know you too well, though by the end of the conversation, they will usually offer a hug. Sometimes you will get one spontaneously and sometimes they will ask "Can I give you a hug?"

The Influencer's voice can be heard from afar, as it is usually loud and sprinkled with laughter, fun and energy. Their voice rises and falls to emphasise the story or anecdote they are sharing, it maintains a fast tempo and rarely slows down. Sometimes they stumble over their words, as they are speaking so fast, they can't get them out fast enough. This situation makes it hard for others to follow what's being said at times.

The Steady

Being a slower paced person, the Steady has a slower body movement, they are relaxed, and they display a calm, though confident posture. There will be no sudden gestures, sharp pointing or arms waving about with a Steady. They do not cope well with large groups and prefer a smaller gathering. In the larger group they become withdrawn, and their body language gives them away on these occasions. If they feel uncomfortable, it will clearly show.

The Steady is a methodical person, unlike the Dominant, they tend to lean back, though maintain good eye contact with the person they are speaking to and use



small gestures to emphasise a point. They don't really have a problem being with other people, however at a meeting they will tend to lean away from others in the meeting.

Like their Influencer colleagues they aren't afraid to touch others, though, they will only touch people that they know well, or are comfortable with. It's easy to get a Steady offside with over exuberant touch, so a hug from an unknown Influencer may make them feel very uncomfortable. They do like their personal space.

The Steady is the exact opposite of the Dominant, so while a Dominant will do everything to Dominate in a meeting or to be seen at an event, the Steady will do their best to become invisible almost. They never wish to be the centre of attention. They are friendly of course and will greet people with warmth, though not the over-the-top gushing you may hear from an Influencer. They do smile and again, they will not exaggerate that smile. If they know you the greeting will be warm and friendly, if they don't know you, it will be polite.

The Steady will never become a world-renowned orator as their voice is often too soft. If they are addressing a larger meeting, which they would prefer not to do, their voice may be hard to hear, unless they have amplification through a microphone. Even with the help of a microphone, their voice is not strong, like the Dominant. Their pace will be slower and will be delivered in time with the tempo of the situation, though it will rarely get to the speed of a Dominant or influencer.

The Conscientious

The best way to describe the body language of the Conscientious is bland, they don't give much away at all, they have the ability to sit with a face that expresses



nothing, no anger, joy, sorrow, nothing. They sit without moving a muscle, make no gestures and can be described as inscrutable. A Conscientious is very hard to read because of this and salespeople struggle as they don't give buying signals out at all. One clear thing they do advertise is that they are a Conscientious, so beware.

This closed body language is reflected by them whether they stand or sit. They don't look the other person in the eye when speaking, they use few or no gestures at all and tend to keep a distance from others.

Having said all this, they have the ability to make massive statements, without any accompanying emotion, gesture, or voice tone change. This is typical of them as they follow a discussion, listening as the Dominants and Influencers debate and thrust and parry at each other. They wait quietly for a longer break and then drop their bombshell assessment of the situation, almost without moving a facial muscle, apart from their lips.

Others sometimes interpret this behaviour by saying that the Conscientious has absolutely no emotion, or feelings as they make such powerful statements, though this is far from the truth. You have to remember that they are huge introverts, so their emotions remain in check, well below the surface displayed to the public.

Like the Steady, they will never be great orators, however while they are on their feet and have the attention of the room, they will deliver their information confidently, though again completely without emotion or movement and a deadpan face. They will genuinely try to motivate their peers and miss the point that you can't do that with just words and no emotion.

Whilst they are delivering this presentation, they will stay resolutely glued to one spot and can stay in that spot for forty-five minutes, without the need to move



toward the audience to emphasise a point, gesture with their hands or change their monotone pitch to stop the audience falling into a trance.

One thing a Conscientious does well, is eye contact, though it can be riveting eye contact and others may look away to break the stare. Their voice tends to be monotone and even if they are reading a gripping adventure story out loud, the pitch and tone will not vary. They are the complete opposite to the Influencer, so they speak slowly, with every word carefully enunciated.

CHARACTERISTICS OF THE FOUR STYLES

SUMMARY

	Dominant
Pace/Focus	Fast Paced with a Task Focus
Priorities	Results
Motivators	Results & Awards
Personal Success Factors	The Impact of Activities
Fears	Loss of Control
Appearance	Well Dressed
Strengths	Taking Charge Administration
Weaknesses	Poor Listener Restless
Under Stress	Overbearing Demanding
Decision Making	Decisive
Craves	Control

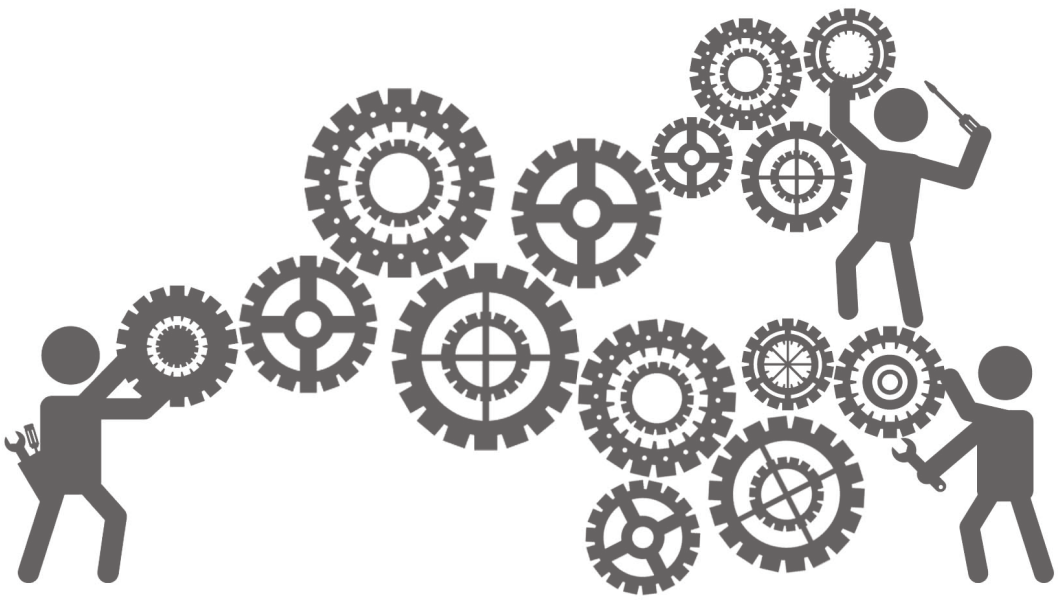
	Influencer
Pace/Focus	Fast Paced People Focus
Priorities	Fun & Interaction
Motivators	Being on show
Personal Success Factors	Awards, Accolades
Fears	Loss of Recognition
Appearance	Chic, Stylish
Strengths	Persuasion Engaging
Weaknesses	Inability to Complete Tasks Poor Attention Span
Under Stress	Sarcastic Frivolous
Decision Making	Impromptu
Craves	Recognition



	Steady
Pace/Focus	Slow Pace People Focus
Priorities	Communication
Motivators	Being a team player
Personal Success Factors	Harmonious Working Environment
Fears	Unannounced Change
Appearance	Conforming
Strengths	Consistency Listening
Weaknesses	Misses the Big Picture Slow to Act
Under Stress	Indecisive Submissive
Decision Making	Collaborative
Craves	Acceptance

	Conscientious
Pace/Focus	Slow Pace Task Focus
Priorities	The process
Motivators	Due process
Personal Success Factors	Quality of the Outcomes
Fears	Personal Criticism
Appearance	Conservative
Strengths	Planning Process
Weaknesses	Over Critical Insensitive
Under Stress	Withdrawn Pig Headed
Decision Making	Considered
Craves	Accuracy





CHAPTER 12:

Adapting to The Four Styles

To really harness the power of behavioural styles you need to know how to use this information to adapt your behaviour to other people's individual behavioural styles in everyday situations. By adapting your style to meet or match the other person, good relationships get better and more importantly, challenging relationships may at least become good.

You have to remember that people want to be treated according to their behavioural style, rather than your own style. In Chapter Two I wrote about the Golden Rule versus the Platinum Rule and made the point that a lot of people treat others using the Golden Rule, that is, do unto others as you would have them do to you. This is where people go wrong, they should be applying the Platinum Rule, do unto others, as they want done to them.



We must remember that not all people think or interact the same way we do, we have to carefully adjust our behaviours at each interaction we have with others, to make people feel at ease with us. Sometimes this is easier said than done, it takes time to assess another's style and then produce the required behaviour to be a little more like them. However, it is worth the persistence required and it definitely pays to practice, practice, practice!

What is Adaptability?

There are two parts to Adaptability, willingness, and competence. Your willingness to adjust your approach to a particular situation is critical to the success of your adaptability. Your competence is the skill that underpins your willingness to change or modify your behaviour in the most appropriate way to suit the situation that you face. You must consciously apply your competence to modify your attitude, patterns, or habits to match that of the person you are trying to influence.

Adaptability is not simply mimicking the other person, that would be too obvious and could be misinterpreted. It is more about fine tuning the speed at which you speak and whether you focus on the person or the task at hand. The most important thing is to maintain your own identity and create a situation where all parties win.

The more adaptable you are the more likely it is that the other party will like and trust you, of course the converse applies, if you are rigid in your approach, the chances of the other party liking or trusting you diminishes dramatically.

No one style is more naturally adaptable than the other and being adaptable is important in all relationships. Remember, adaptability is a choice, and you can choose to be adaptable to one person and not so



adaptable to another. Of course, you can also vary your adaptability to the same person from one day to the next. Interestingly, people often adapt a different style at work to that which they display at home. This is clearly shown in the full DISC report with detailed measurements. Also, people tend to be more adaptable to others that they don't know so well at work and at home tend to be less adaptable to people they know better. So, it's true, familiarity breeds contempt!

Be careful though when adapting to others constantly, it can be quite stressful displaying behaviours that are not within your normal range. It's easy to temporarily adapt your behaviours to perhaps have a conversation or a meeting with someone that is different to your preferred style. It becomes much harder if you try to maintain that behaviour for a prolonged period of time. Be aware that not displaying any adaptability may result in a compromised relationship due to too much rigidity. Ultimately this may lead to disagreement and disharmony.

Detecting Another Person's Style

There's a couple of ways to detect another person's style. The simplest is to use the go back to the prospector Quiz and using the QR Code, go to the quiz online.

If you're smart though, you will want to learn how to do this by observing others' behaviour, so that you can do this every day, easily at work and at play. As I covered in Chapter 10 there are Four factors at play here.

Start by asking yourself:

- Are they Fast Paced or Slow Paced when they speak to me?

- Next, are they People Focussed, or Task Focussed?

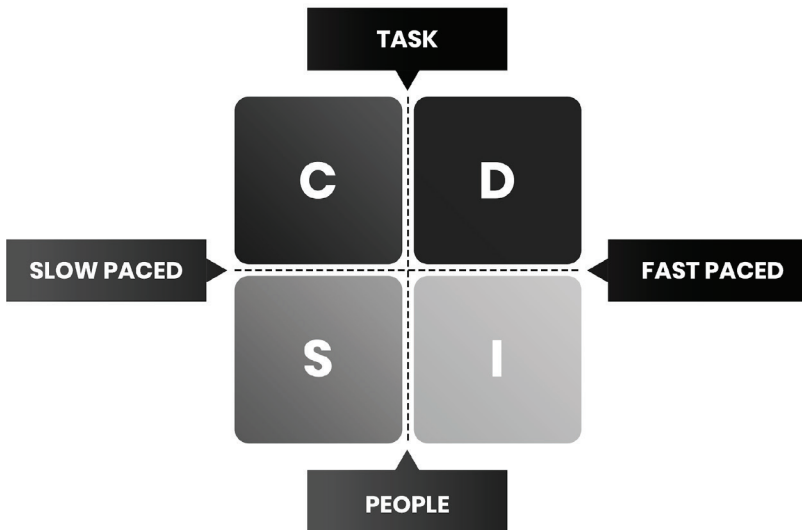
Check out the diagram below and you will quickly see where people fall within the model depending on how you answer these questions.

If someone is Fast Paced and Task Focussed, they are most likely a High D or Red.

If someone is Fast Paced and People Focussed, they are most likely a High C or Yellow.

If someone is Slow paced and People Focussed, they are most likely a High S or Green.

If someone is Slow Paced and Task Focussed, they are most likely a High I or Blue.



Detecting Another Person's Style



Adapting to the Four Styles

In the following pages I have assembled several quick reference charts that give you tips or clues on how to adapt to someone that is different to you in various settings. These are simple guidelines on how to communicate with the four styles. If you are working with a diagonal opposite on the quadrant, you will have to work hard to adapt, as these behaviours are most foreign to you.

Adapting Your Communication Style

Communicating with a High D, Red

- Focus on goals and targets
- Agree on how to win
- Compliment them on achievement
- Display reasoning
- Vary the routine
- Create an opportunity for them to lead
- Provide real time data

Communicating with a High I, Yellow

- Focus on the big picture
- Shower them with accolades & acknowledgement
- Share optimism
- Avoid too many details
- Encourage participation
- Show them you like them
- Support their ideas

Communicating with a High S, Green

- Give them personal assurances
- Show how to minimise risk
- Focus on common interests, rather than aggression
- Show interest in them personally
- Create a stable, relaxing, and friendly atmosphere
- Compliment them on all aspects of the task
- Create opportunity for contribution and teamwork

Communicating with a High C, Blue

- Show them the details
- Empower them to work with precision, accuracy, and planning
- Give instructions and data in writing
- Engage in a non-threatening manner
- Encourage them to think, explore and check before major decisions are made
- Explain the “why” and “how” of the project



***Adapting to either a
Fast Pace and or a Slow Pace***

Adapting to a High D - Fast

- Be direct, clearly state what you want/need
- Use a strong & strident voice
- Be prepared to challenge and deal with conflict openly, free from emotion
- Focus on the communication 100%

Adapting to a High I - Fast

- Encourage conversation
- Be positive, enthusiastic, and cheerful
- Be prepared to move fast, think fast, and decide fast
- Make suggestions
- Avoid conflict

Adapting to a High S - Slow

- Encourage shared decision making
- Be easy to get along with
- Respond thoughtfully
- Avoid conflict or disagreement
- Be prepared to make decisions at a slower pace

Adapting to a High C - Slow

- Listen attentively and do not interrupt
- Avoid criticism, focus on facts, not personal behaviours
- Ask for their opinion
- Acknowledge their contributions

***Adapting to a People
Focus and or a Task Focus***

Adapting to a High D - Task

- Don't engage in small talk or time wasting
- Stick to the plan or agenda
- Pay attention to their ideas
- Focus on the task and the bottom line
- Show you agree
- Use business focussed language

Adapting to a High I - People

- Be willing to discuss their feelings in conversation
- Always find an opportunity to compliment them
- Always respond to any expressed feelings
- Be prepared to move off the agenda

Adapting to a High S - People

- Show that you are interested in them personally
- Develop a relationship with them
- Talk to them and stand close to their personal space
- Engage in friendly banter
- Give positive feedback in private

Adapting to a High C - Task

- Speak to them politely & formally
- Use facts & logic
- Encourage and acknowledge their thinking
- Remain calm, avoid being overly enthusiastic
- Focus on facts, not emotions



Adapting at Work

When working with a different style to yours help them to do the following:

Adapting to a High D, Red

- Inform others of key decisions
- Ask for contributions from team members
- Avoid rushing to decisions
- Follow rules & regulations
- Carefully assess risks

Adapting to a High I, Yellow

- Set priorities & stick to the plan
- Document everything
- Make it a priority to complete every task
- Refrain from giving advice too much
- Take an objective view of the task at hand

Adapting to a High S, Green

- Understand there is always more than one way to complete a task
- Be prepared to dispense with doing things the way we've always done them
- Be open to change and new ideas
- Speak and share your opinion
- It's OK to take a risk

Adapting to a High C, Blue

- Aim for more realistic deadlines
- Speak up and even confront others if necessary
- Complete roles without over analysing every detail
- Share their knowhow more

Adapting If You Are in A Sales Role

When working with a different style to yours help them to do the following:

Adapting to a High D, red

- Be prepared, organised and on point
- Be business like & professional
- Focus on the outcomes & rewards
- After providing the options, let them decide
- Stick to the point

Adapting to a High I, Yellow

- Focus on their aspirations
- Use stories to motivate them
- Remain friendly, open, and transparent
- Encourage them with rewards to make decisions
- Give them praise

Adapting to a High S, Green

- Communicate consistently
- Develop a personal, non-threatening professional relationship
- Never rush them
- Motivate them by focussing on the human element of the project
- Acknowledge their emotions

Adapting to a High C, Blue

- Stick to the agenda, avoid chit chat
- Be prepared to answer their questions, document everything
- Outline all the angles, positive and negative
- Allow them time to think



Adapting at Home or Play

When working with a different style to yours help them to do the following:

Adapting to a High D, Red

- Be open and accepting
- Listen to the alternatives
- Give them full attention & focus
- Acknowledge their achievements often
- Don't waste their time

Adapting to a High I, Yellow

- Make them look good
- Respond willingly
- Maintain an affirmative, warm approach
- Listen when they share experiences
- Avoid too much detail or follow up

Adapting to a High S, Green

- Maintain a steady pace
- Implement incremental steps
- Let them follow through on key tasks
- Abstain from contentious issues or arguments
- Be pleasant and optimistic

Adapting to a High C, Blue

- Use a consistent approach
- Be polite yet formal
- Ask for their detailed contributions
- Avoid emotional arguments, stick to the facts
- Give positive feedback in private

Adapting in a Learning Situation

When working with a different style to yours help them to do the following:

Adapting to a High D, Red

- Likes to learn their own way
- Independent self-study is preferable
- Picks up information quickly
- Makes their own learning goals
- Can have a short attention span

Adapting to a High I, Yellow

- Loves group learning
- Interacts with others and is easily distracted
- Needs structure or will lose track of time
- Loves praise & encouragement
- Can easily miss deadlines

Adapting to a High S, Green

- Has extreme patience and attention to detail
- Takes copious notes
- Prefers detailed instructions
- Always considers the outcomes first
- Can take criticism personally
- May need help to set priorities

Adapting to a High C, Blue

- Focuses on goals, procedures, and outcomes
- Has high personal standards for performance
- Takes a structured approach
- Loves theories, thinking and detail
- Prefers remote not personal training



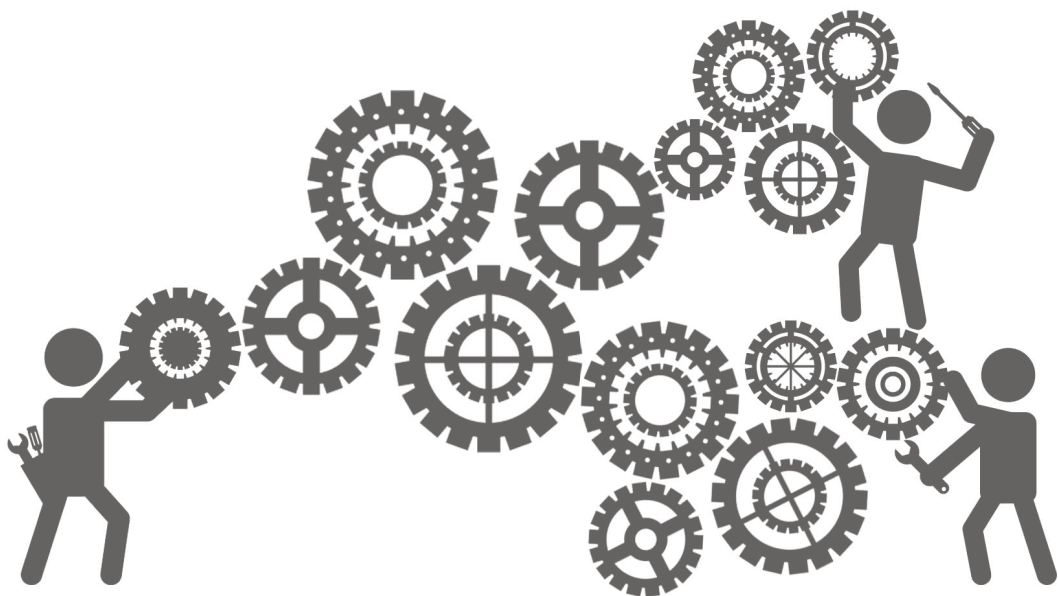
Adaptability Practice

Now that you have read all the tips or clues on the quick reference charts, it's time to practice. I suggest you work with a trusted colleague or friend and work at expressing yourself as your direct opposite first, then, work your way through the remaining quadrants to exercise your adaptability muscle.

If you are a High I or yellow, I suggest you identify someone you know that is your complete opposite, the High C or Blue. Get a clear picture of this person in your head and try to embrace how they would interact with you. Next role play being this person, adopt their behavioural style, remembering to think the way they would think, act the way they would act. Test yourself by attempting a different style for each of the charts.

The more you do this, the easier it becomes to adapt to other's styles.





CHAPTER 13:

Digging Deep, The 12 Styles

There are four basic styles, which I have addressed in some detail so far and hopefully you now have a good understanding of those four styles. The model does go deeper, however, and each of the four styles has two subsets of behaviours. If you are a Dominant, you will lean one way or the other toward Influencing or the Conscientious, so you could be a DI or DC combination and so on for each of the four styles.

The differences in behaviours between these subsets is noticeable and worthy of addressing. To help you understand the twelve styles in more detail I will detail the subtle changes you will notice when dealing with that particular style.

The Dominant or High D

The Dominant style people tend to display questioning and sceptical traits. They are also fast paced, outspoken and act assertively, making quick decisions, and often speak bluntly.

A High D will want to win at all costs, even if you are at home playing a board game the High D will want to win. They are constantly on the lookout for the next move, which will move them closer to winning. They love the chase and are not happy with an easy win, much preferring to work for their victory

The High D is not often socially aware, so empathy is not their strong suit. Because of this they can be quite demanding and impatient. You may have to cover for them on occasion explaining their lack of empathy to others and ask them to be more patient with the ever-demanding High D.



Leadership Style: Commanding

Commanding leaders are decisive, powerful and move quickly, enlisting others to work with them toward their lofty goals. They can be forceful in this quest and may push others ruthlessly, which may end in unhappiness among the team.

Overall:	Outcomes, Activity, Challenge
Targets:	Results, achievement
Leadership Skills:	Showing confidence, taking charge, focusing on results
Influences Others by:	Assertiveness, insistence, competition
Fears:	Being fooled or appearing weak
Overuses:	The need to win, resulting in win/lose situation
Could Improve:	Patience, empathy

The DC Style Combination

How does the DC style combination differ from the High D? They love a challenge and are even more strongly focussed on winning. They will examine all options available to figure out a way forward.

They can be very direct with questions or statements and can even be very sarcastic at times. Their focus on results can force them to make harsh judgements or remarks.

They do not relish routine tasks or group activities, preferring to strike out alone. Sometimes it's helpful to remind them that other people are involved, and



they have feelings too. Working with others can bring rewards for everyone, all they have to do is identify the challenge for them associated with working in that team.

Whilst they don't enjoy routine tasks, they could find this gives them some downtime from constantly figuring out the way forward.

Leadership Style: Tenacious

As a leader, they are never afraid to challenge the norm and aim for better results. Though they can be selfish, insensitive leaders that cast a negative pall over everything the team attempts.

Overall:	Outcomes, Activity, Challenge
Targets:	Achievement, Independence
Leadership Skills:	Creating lofty goals
Influences Others by:	Persistence, High standards
Fears:	Missing the mark
Overuses:	Sarcasm, Direct feedback
Could Improve:	Courteous conversation

The DI Style Combination

The DI style combination is the most fast paced of all the styles. They can be the most charismatic of all the High D styles, as they have a natural preference for enthusiasm.

This style can be overly enthusiastic and may be considered aggressive by some. They come across as shrewd, scheming, and self-centred when under pressure or are trying to force the hand of their team and get them to act.



They love to make things happen and if they can't, they may get bored. If they get bored, it may be hard to focus them on getting tasks done, as they get distracted.

It can be a challenge to keep the focused attention of a person with this style. They are easily bored. They love action.

Leadership Style: Exploring.

This style combination can be inspirational leaders that paint a grand vision and offer their followers a chance to have a new experience. They can be reckless leaders, who gather support for a wild scheme, which really has no chance of succeeding.

Overall:	Outcomes, Activity, Challenge
Targets:	Interesting Opportunities, Swift Action
Leadership Skills:	Creating Opportunities,
Influences Others by:	Action and Inspiration
Fears:	Loss of Influence
Overuses:	Restlessness, Control, Selfishness
Could Improve:	Unpretentiousness, Sharing Ideas

The Influencer or High I

The Influencer is someone that wants to have a great life experience, they are full of energy, enthusiasm, optimism and are happy to talk to anyone about it. Rather than be tied to a desk poring over spreadsheets and contracts, they would much rather be active in new and exciting experiences. Anything that enables them to see, taste, touch or live a new experience is a worthy investment of time and energy for them.

The High I loves excitement and will pursue an exciting new possibility further and longer than anyone else. They love to tell a story, rather than transmit dry facts, so their stories are always told with much noise, facial expressions and arm or even whole-body movement. They are never backward in coming forward with praise for others and are popular generally because of their easy going, affable social skills. Whilst they are good at starting projects, they often aren't good at finishing that same project.

High I's love to collaborate and work with others, brainstorming ideas, meeting, planning, and sharing methodologies. If you find yourself in conflict with them, focus on a team-based solution and listen carefully to their needs.

Leadership Style: Stimulating.

Stimulating leaders may be energetic, enthusiastic, and open to wild ideas or suggestions. Because of this they may not be focussed on implementation or finishing, so may need guidance or some help steering toward the finish line.

Overall:	Eagerness, Activity, Teamwork
Targets:	Acclaim, Adventure, Consent
Leadership Skills:	Relationship Building
Influences Others by:	Energy, Confidence, Charisma
Fears:	Exclusion, Being Ignored
Overuses:	Enthusiasm, Recognition
Could Improve:	Completion of tasks



The ID Style Combination

How does the ID style combination differ from the High I? They get excited at progress and love to see a new initiative prove successful; this creates even more enthusiasm. The downside is that they may be impulsive and can attack those who are trying to help.

In a meeting they can be doing one of two things, talking incessantly about their pet project, enthusing over the key success points, or bored out of their brain, as someone else has the floor and they have not had a chance to contribute in any way.

This style combination is not good at sticking to rigid rules or perhaps a budget. They are the ultimate creative accountants, sometimes bending rules, changing definitions and re-aligning procedures to suit their ultimate outcome, which often bears no resemblance to what they started with.

Leadership Style: Adventurer.

This style of leader is quick to inspire and take people on the journey with them to new and exciting destinations. They are charming and influential and garner support for what some leaders may call silly ideas.

Overall:	Eagerness, Activity, Teamwork
Targets:	Sensational achievements
Leadership Skills:	Taking Audacious Action
Influences Others by:	Innovative Thinking
Fears:	Lack of Attention on Them
Overuses:	Recklessness
Could Improve:	Listening, Attention to Detail

The IS Style Combination

If an Influencer could be calmer, this style combination delivers it. They love to work with others collaboratively and they embrace others with their warm, friendly charm. They often see the goodness in other people and are adept at bringing forth their talent within the group.

They are wonderful collaborators and go out of their way to bring talent forward to work on projects together. Because of their love of people, they are not good at delivering bad news or even worse, letting someone go. This will bring on sleepless nights for days in advance if they are forced to terminate a team member.

They would much rather embrace the role of being the supportive champion for everyone on the team, whether good or bad. They also don't like conflict and will avoid it at all costs, they would rather incentivise someone with a gift or reward, than to discipline them.



Leadership Style: Supportive.

This style of leader will create a positive, respectful work environment. People will enjoy working with the IS leader, as they are so inclusive. Again, the downside of this, is that if someone underperforms the leader will not hold them accountable as they do not enjoy the confrontation or delivering the bad news.

Overall:	Eagerness, Activity, Teamwork
Targets:	Cooperation
Leadership Skills:	Being Inclusive, Warmly Congratulating
Influences Others by:	Appreciation
Fears:	Being Disliked
Overuses:	Ambiguous Approaches
Could Improve:	Challenging performance

The Steady or High S

The Steady person is warm, sincere, and accommodating, they are slower paced, more cautious, though are still quite productive. They are great listeners and often become the person to go to within an office to air grievances or share a sorrow or injustice caused by others.

Because they are such good listeners, they are perceived by others as sincere and dependable. This is true and the High S will go to great lengths to support others within their team, often sacrificing their own needs in deference to the other person.

They do not share their opinions willingly though and in a conflict will passively accept whatever is thrown at them. They are very predictable and cautious in the extreme at times, they don't want to make a mistake,

or mess up a tried and tested procedure.

They will go along with the team, if they suggest a team activity or celebration, however inwardly, they will rather just get on with their work. Their reliability is legendary.

Leadership Style: Collaborative.

Collaborative leaders by definition are inclusive, sincere people that accommodate the needs of as many as possible in the team. They are very trusting leaders, and some can take advantage of them because of this.

Overall:	Support, Security, Teamwork
Targets:	Consensus, Balance
Leadership Skills:	Discretion, Listening
Influences Others by:	Collaboration
Fears:	Unexpected Change
Overuses:	Humility, Accommodation
Could Improve:	Sharing True Feelings

The SI Style Combination

The SI Style Combination is more strongly focussed on collaboration than the other S styles. They are plagued by the habit of never saying no to anything. This results in unplanned workloads and compromise. In the team, they are liked by all and well known and respected.

Similar to the IS style combination, they do not like conflict and struggle to see that conflict or the delivery of bad news is part of corporate life. They fear that if a conflict breaks out, relationships will be impacted long term and things will never be the same again. They sometimes have to be reassured that a difference of opinion won't shatter a personal or business relationship forever.



Leadership Style: Positive.

This style of leader will go out of their way to affirm relationships and create a positive environment. They can be wishy washy leaders that don't deal with issues head on, which results in others not being held accountable.

Overall:	Support, Security, Teamwork
Targets:	Happy Relationships
Leadership Skills:	Creating a Cohesive Environment
Influences Others by:	Showing Appreciation
Fears:	Confrontation
Overuses:	Graciousness
Could Improve:	Learning to Say No!

The SC Style Combination

The SC Style Combination is slow paced, with a cautious and inflexible outlook. They love stability and do not like change for any reason, even well explained, logical change.

They are generally compliant, however that doesn't mean they agree with you. They are reticent to express their opinion or show leadership. They do not show their emotions and remain inscrutable, if stressed.

They apply themselves diligently to work and as a result it is accurate, thorough, and well presented. This style combination is very reliable and will be at work early and once there, will be self-controlled, productive, and even tempered.

Leadership Style: Respectful.



This style of leadership is respectful, fair minded and reasonable. They take a steady approach and are consistent in decision making and instruction. They can be stuck in the past though and unwilling to change and be rigid and over cautious because of this.

Overall:	Support, Security, Teamwork
Targets:	Consistent Outcomes, Measured Progress
Leadership Skills:	Consistent, Fair Minded
Influences Others by:	Being fair Minded
Fears:	Unexpected Change, Deadlines
Overuses:	Shyness, Relinquishes Leadership
Could Improve:	Taking Initiative

The Conscientious or High C

The High C style values standards, structure, and rigour, they never hesitate to question or challenge in their quest for perfection. They are cautious and may steer clear of innovative ideas or processes in favour of the familiar approach. They do not like being criticised and will withdraw rather than engage if necessary. They seldom make small talk with others, and they seek analytical tasks which they can complete on their own, rather than interact with others in the team.

They will diligently check others' work, to make sure there are no errors, as they seek accuracy at all cost. They can easily immerse themselves in a pile of data, rather than a group of people and will give very specific feedback about the data, when asked.

The High C conceals their emotions and guards their privacy carefully, so it is hard to get to know one of them. Emotional displays don't sit well with them and if you are looking for a sympathetic ear or a shoulder to



cry, this is not the person to ask.

A challenge for a High C is to let go of the data and acknowledge the feelings of others in their team.

Leadership Style: Meticulous.

A meticulous leader will seek high quality outcomes, underpinned with careful planning and analysis. They don't cope well with risk and will eliminate the human element from projects as much as possible to alleviate the risk.

Overall:	Process, Structure, Rigour
Targets:	Accuracy and an objective process
Leadership Skills:	Clear communication
Influences Others by:	Stringent standards and a logical approach
Fears:	Being wrong
Overuses:	Analysis by paralysis
Could Improve:	Looking beyond the facts and figures

The CS Style Combination

How does CS differ from C? They have a bit more accepting and warm manner and value stability. They like outcomes to be reliable, whether that means the actions of a friend or the performance of their stove.

The CS colleague probably has an orderly desk and office. They like to be well-prepared, taking time to refine their ideas and plan before taking action. They tend to be even-tempered and patient with people or situations others find difficult. They can withdraw if they do become uncomfortable.

You probably won't get a CS to take a spontaneous trip to a vacation spot or to the movies, especially if you try applying pressure. But they will try to help you out if you need their expertise.

Leadership Style: Humble.

They can be modest, fair-minded leaders who provide reliable outcomes through steadiness and consistency. They can also be rigid, overly cautious, and afraid to move beyond the status quo.

Overall:	Process, Procedure, Rigour
Targets:	Consistent outcomes
Leadership Skills:	Humility
Influences Others by:	Data, Practical Details
Fears:	Emotional Displays, Uncertainty
Overuses:	Tradition
Could Improve:	Flexibility

The CD Style Combination

This style combination is the least cautious of all the Conscientious styles. They can appear to be stubborn, strict, and sceptical as they won't accept new ideas, without asking lots of questions. They expect everyone to be efficient at the job and become blunt or critical if they are proven not to be.

They enjoy a challenge and try to avoid letting their emotions get in the way of a rational decision. They don't see the needs of others as their focus is on the goal at hand.

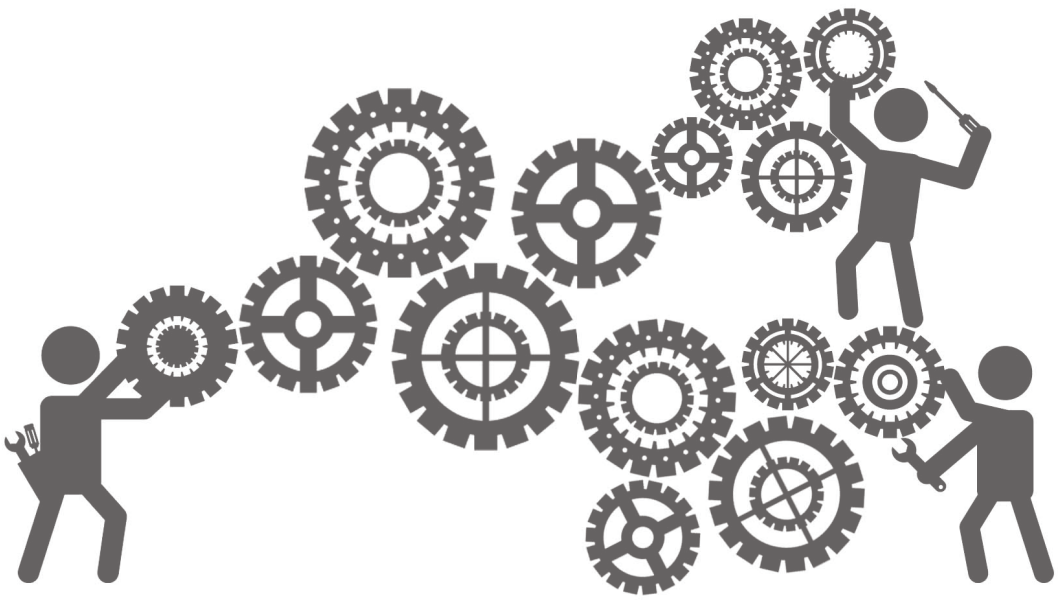
Leadership Style: Relentless.



This style of leadership is unafraid to ask a challenging question to challenge the status quo, to get a better result or they can be unhappy, cynical leaders' intent on creating a negative atmosphere around everything.

Overall:	Process, Procedure, Rigour
Targets:	Rational Outcomes
Leadership Skills:	High Standards
Influences Others by:	Standards, Consistent Approach
Fears:	Losing Control
Overuses:	Disrespectful attitude
Could Improve:	Collaboration





Other Resources

*F*or a range of other Resources and DISC supporting material make your way across to my website

<https://www.lindsayadams.com/>

The DNA of Business Relationships
How to Engage, Expand and
Energize Relationships
Book by Lindsay Adams

Most people attend business functions because they know they must, yet they don't know how to start a conversation and quickly get into relationships with others. Like all skills, it's something that can be learned. In "***The DNA of Business Relationships***," you'll learn how to become better at meeting strangers, starting a conversation, and quickly moving into an engaging and profitable business relationship.



'The Relationships Guy', Lindsay Adams, walks you through techniques like:

- How to ask just one question and relax while others do all the talking
- Finding the common ground in a topic that contributes to an engaging conversation
- How a P.S. a small act of *positive service*, will have people beating a path to your door to do business with you
- How to give and get trust to increase your credibility and your sales
- How to identify and recruit your **Key-4™**: the ultimate wingman strategy for even more referrals.

You'll discover an easy to implement structure to overcome those all-important, yet often terribly awkward, first moments at a business function, enabling you to confidently meet prospects, make connections and clinch sales.

Lindsay Adams is 'The Relationships Guy' and has been building and refining his business relationships for more than 30 years. His relationships have helped him to build a house, travel the world easily, have a happy marriage and enjoy diverse and exciting lifelong friendships.

The DISCOVERY Cube

This unique cube will quickly help you identify someone's style and give you pointers on how to communicate with them, identify what motivates them and how they fare

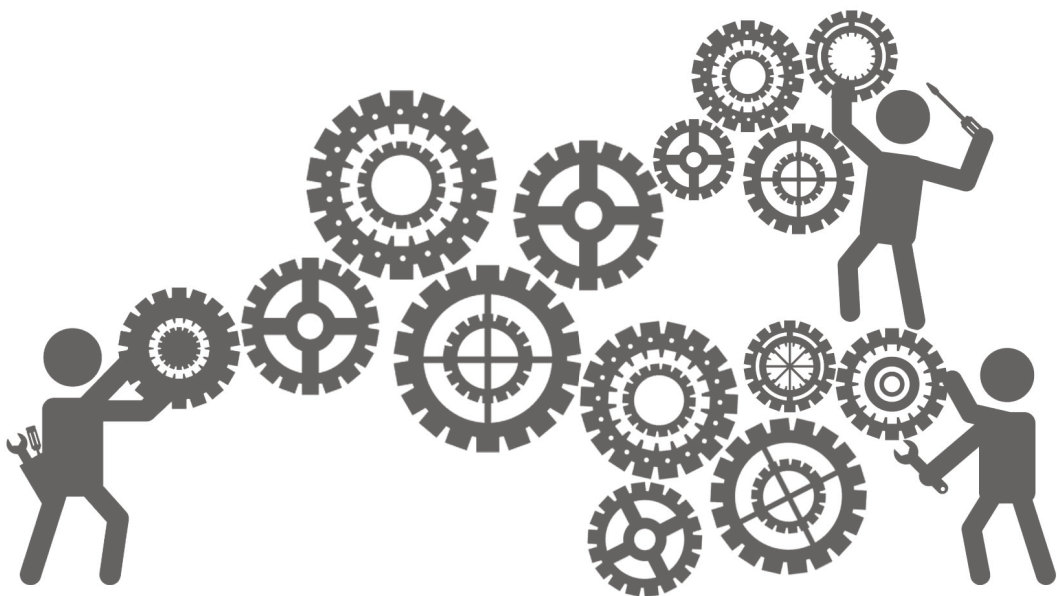


under stress. Every manager or salesperson should have one of these on their desk or in their sales kit.

DISCOVERY Cards

This unique set of DISC Summary Cards gives you a quick overview of DISC and the four styles. Contained in a folder the four card set details how to communicate with each style, how to handle them under stress and what motivates them.





Follow
'The Relationships Guy'
Lindsay Adams

Invite you to stay in touch with me through my Social Media Channels. I love to hear from and interact with my clients, friends, and followers, so stay engaged with me via the following platforms.

Facebook

My Personal Page "Lindsay Adams" can be found at the following link.

<https://www.facebook.com/lindsay.adams.505>

You can also join me on my Business Page "Lindsay Adams Speaker" for all the latest news ideas and tips about understanding people, relationship building, business networking and doing business by referral.



<https://www.facebook.com/LindsayAdamsSpeaker>

LinkedIn

Connect with me on LinkedIn and read my current articles on business relationships, plus interact with my 14,000 + connections.

<https://www.linkedin.com/in/lindsayadams/>

YouTube

Subscribe and follow me on my YouTube channel, see video of me presenting at conferences and sharing my ideas and concepts.

www.youtube.com/LindsayAdams

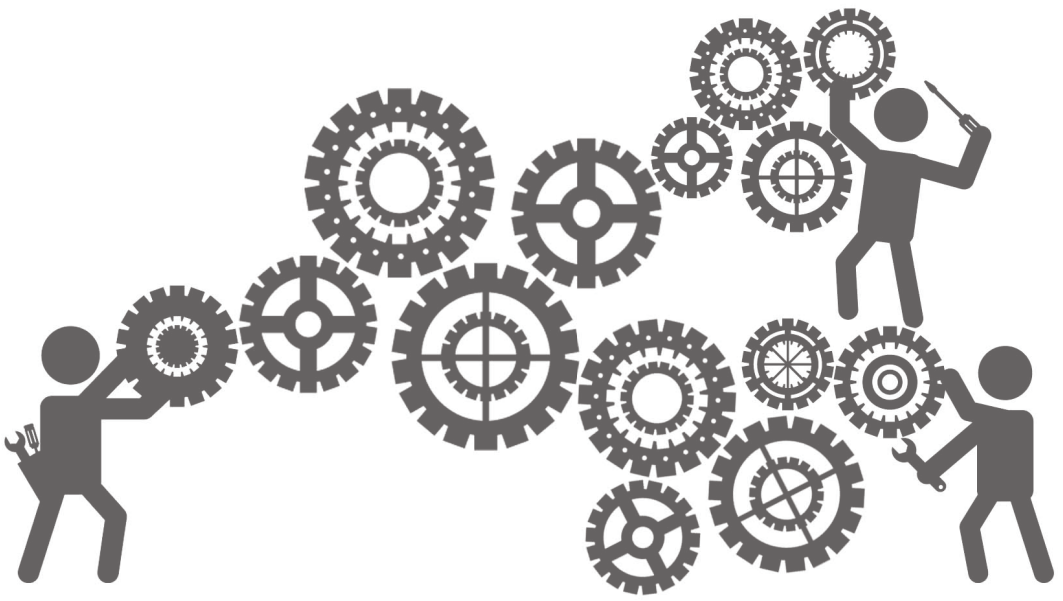
Podcast

Stay up to date with all the latest trends with the Business Excellence podcast, hosted by Rael Bricker and I. We interview an eclectic mix of business owners and experts seeking to demystify excellence in business.

You can subscribe here:

<https://www.excellencepodcast.com/>





About The Author

Lindsay Adams OAM CSP, Global Speaking Fellow is a practiced speaking professional, workshop facilitator and business relationships specialist. With over 20 years human resources and business relationship experience, Lindsay's focus is on understanding people to bring out their best, building effective relationships and generating more sales in less time by doing business by relationship.



How does he do this?

Lindsay Adams is able to identify what stimulates staff. In his presentations he coaches his audience to help them achieve peak performance. Lindsay offers solutions to help increase sales and maximise an



organisation's "Relationship Building Power".

Lindsay's customised keynote presentations and workshops are tailored to meet specific organisational needs and provide educational information in an entertaining way. He provides the tools to assist you to retain, re-train and relate to staff, and focus on teamwork and achievement.

Lindsay's Experience

Lindsay has worked with executive teams, entrepreneurs and business owners across Australia, Asia, Europe, and the United States. He won't just 'tell' you the principles of the topic, he will help you put them into action. His content rich presentations and follow-up advice help you and your team apply life and business changing principles to their everyday behaviour to achieve long term success and goal fulfillment.

Accreditations

Lindsay is a Master Practitioner in Neuro Linguistic Programming and holds many management and training accreditations. He utilises these in his presentations and consulting work with a diverse range of clients.

Lindsay was the 2009-2010 International President of the Global Speakers Federation and a Past National President of the Professional Speakers Australia (PSA). In March 2013 he was awarded a Life Membership of the PSA in recognition of his speaking prowess and service to the industry locally and internationally.

He holds the first ever Global Speaking Fellow award. The Global Speaking Fellow is the highest membership designation of the Global Speakers Federation. This designation guarantees that you receive a professional presentation every time.

Lindsay was recognised in the Australia Day Awards on

26 January 2020 and awarded a Medal in the Order Australia (OAM) for his services to the professional speaking industry. He is the only professional speaker in the world to be recognised by his National Government for services to the professional speaking industry.

Organisations like Sumitomo, Reuters, Suncorp Bank, Singapore Press Holdings, Brisbane City Council, Bendigo Bank, Linfox, Brisbane Entertainment Centre, Queenslanders Credit Union, Rio Tinto, Ungerboeck International, Uniting Care Health and many more have hired Lindsay to assist them with building and enhancing business relationships with their teams, their stakeholders, and their clients.

Today

Lindsay lives at 'Bunya Manor', on a small acreage block on the northwest of Brisbane. He has a huge flock of six chooks that keep his family in fresh eggs, he has fruit trees, and a vegie patch that produces intermittent crops depending on the season and his enthusiasm. He has a deliberately wild and unmanicured native garden that hosts a large population of native birds and the occasional koala.

He is happily married to Debby and has two adult children that grew up and left home...Woohoo! They are both in happy relationships and have so far produced four beautiful grandchildren that Lindsay and his wife can dote over.

Lindsay writes his blog and is featured in numerous magazines and media. To find out more about Lindsay, his programs, and workshops, go to

www.lindsayadams.com

Email Lindsay at
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