

**Instructions for completing the profile:**

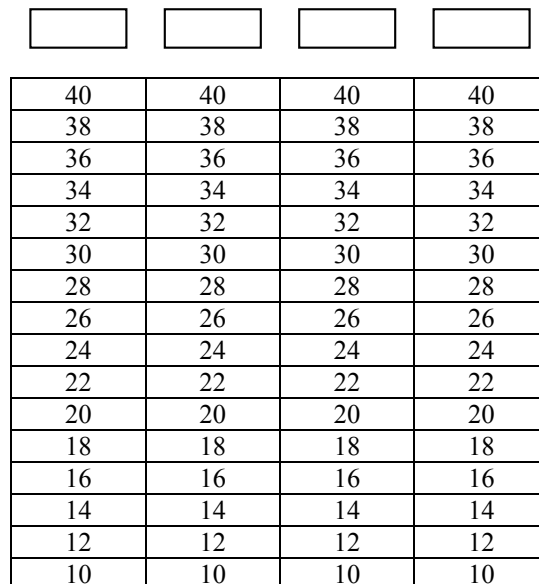
In the space provided below, identify those behaviors, which are MOST-to-LEAST characteristic of you. Working with the ROWS, you see four words contained in each. Review each of the four words contained in each row and assign a "4" next to the word that is the MOST characteristic behavior. Assign a "3" to the next most characteristic behavior, a "2" to the next, and finally a "1" to the least characteristic behavior.

___ Directing	___ Influencing	___ Steady	___ Cautious
___ Self-certain	___ Optimistic	___ Deliberate	___ Restrained
___ Adventurous	___ Enthusiastic	___ Predictable	___ Logical
___ Decisive	___ Open	___ Patient	___ Analytical
___ Daring	___ Impulsive	___ Stabilizing	___ Precise
___ Restless	___ Emotional	___ Protective	___ Doubting
___ Competitive	___ Persuading	___ Amiable	___ Curious
___ Assertive	___ Talkative	___ Modest	___ Strategic
___ Experimenting	___ Charming	___ Easy-going	___ Consistent
___ Forceful	___ Sensitive	___ Sincere	___ Perfectionistic

___ <b>TOTAL</b>	___ <b>TOTAL</b>	___ <b>TOTAL</b>	___ <b>TOTAL</b>
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**Instructions for Totaling and Graphing:**

- Total the numbers in each of the four COLUMNS. Place the total number for each column in the area provided at the bottom of the column.
- Check your accuracy by adding the totals of each column together. This sum total should equal 100.
- Above each column on the graph to the right you see four empty boxes. Place the letter "D" in the first box, the letter "I" in the second, the letter "S" in the third, and the letter "C" in the fourth.
- Plot the totals from each column above on the graph to the right. The first column on the graph, the "D" column corresponds with the first column of words, the second, the "I" column with the second column of words, and so on. When finished, connect the plotted points to form a graph.
- After completing your graph, circle the highest visual point. This represents your strongest behavioral pattern. The higher the score, the more intensity you bring to this behavior type.



**D** (*Dominant*)

**I** (*Influential*)

Fast Paced

<ul style="list-style-type: none"> <li>• <b>Self-assured</b></li> <li>• <b>Independent</b></li> <li>• <b>Strong-willed</b></li> <li>• <b>Decisive</b></li> <li>• <b>Efficient</b></li> <li>• <b>Desires Change</b></li> <li>• <b>Competitive</b></li> <li>• <b>Practical</b></li> <li>• <b>Dominating</b></li> <li>• <b>Driven</b></li> <li>• <b>Determined</b></li> </ul>	<ul style="list-style-type: none"> <li>• Pushy</li> <li>• Impatient</li> <li>• Confrontational</li> <li>• Harsh</li> <li>• Insensitive</li> <li>• Aggressive</li> <li>• Rushed</li> <li>• Suspicious</li> <li>• Loner</li> <li>• Intense</li> <li>• Close-minded</li> </ul>
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<ul style="list-style-type: none"> <li>• <b>Emotional</b></li> <li>• <b>Enthusiastic</b></li> <li>• <b>Optimistic</b></li> <li>• <b>Persuasive</b></li> <li>• <b>Animated</b></li> <li>• <b>Talkative</b></li> <li>• <b>People-oriented</b></li> <li>• <b>Stimulating</b></li> <li>• <b>Entertaining</b></li> <li>• <b>Approachable</b></li> <li>• <b>Caring</b></li> </ul>	<ul style="list-style-type: none"> <li>• Disorganized</li> <li>• Undisciplined</li> <li>• Manipulative</li> <li>• Excitable</li> <li>• Reactive</li> <li>• Vain</li> <li>• Spontaneous</li> <li>• Unpredictable</li> <li>• Over Commits</li> <li>• Dreamer</li> <li>• Overly sensitive</li> </ul>
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Big Picture Focus

**C** (*Cautious*)

**S** (*Steady*)

Slow Paced

<ul style="list-style-type: none"> <li>• <b>Perfectionist</b></li> <li>• <b>Rational</b></li> <li>• <b>Accurate</b></li> <li>• <b>Analytical</b></li> <li>• <b>Persistent</b></li> <li>• <b>Serious</b></li> <li>• <b>Academic</b></li> <li>• <b>Orderly</b></li> <li>• <b>Cautious</b></li> <li>• <b>Meticulous</b></li> <li>• <b>Detail Focused</b></li> </ul>	<ul style="list-style-type: none"> <li>• Slow to decide</li> <li>• Picky</li> <li>• Arrogant</li> <li>• Socially Awkward</li> <li>• Inflexible</li> <li>• Judgmental</li> <li>• Information Junky</li> <li>• Unemotional</li> <li>• Intolerant</li> <li>• Myopic</li> <li>• Doubting</li> </ul>
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<ul style="list-style-type: none"> <li>• <b>Dependable</b></li> <li>• <b>Agreeable</b></li> <li>• <b>Supportive</b></li> <li>• <b>Content</b></li> <li>• <b>Calm</b></li> <li>• <b>Amiable</b></li> <li>• <b>Reserved</b></li> <li>• <b>Giving</b></li> <li>• <b>Patient</b></li> <li>• <b>Dedicated</b></li> <li>• <b>Loyal</b></li> </ul>	<ul style="list-style-type: none"> <li>• Indecisive</li> <li>• Possessive</li> <li>• Fears Change</li> <li>• Conforming</li> <li>• Insecure</li> <li>• Non-confrontational</li> <li>• Co-dependent</li> <li>• Too Trusting</li> <li>• Unassertive</li> <li>• Modest</li> </ul>
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Detail Focused

Task/Logic Focus

Relationship Focus

## Personal Profile Characteristics

### HIGH "D"

- Direct
- Results Oriented
- Egocentric
- Daring
- Domineering
- Demanding
- Forceful
- Aggressive
- Adventurousome
- Decisive
- Inquisitive
- Self-assured
- Responsible
- Competitive
- Quick
- Risk Taker

### LOW "D"

- Conservative
- Modest
- Cautious
- Peaceful
- Weighs Options
- Fact Seeker
- Unsure
- Kind
- Unpretentious
- Mild
- Quiet
- Unassuming
- Responsible
- Self-critical
- Deliberate
- Non-risk Taker

### HIGH "I"

- Enthusiastic
- Gregarious
- Sympathetic
- Generous
- Influential
- Persuasive
- Sociable
- Friendly
- Confident
- Trusting
- Poised
- Charming
- Impulsive
- Emotional
- Self-promoting
- Considerate

### LOW "I"

- Congenial
- Factual
- Logical
- Reserved
- Reflective
- Suspicious
- Thorough
- Quiet
- Retiring
- Pessimistic
- Aloof
- Withdrawn
- Self-conscious
- Controlled
- Academic
- Calculating

### HIGH "S"

- Passive
- Self-controlled
- Easy-going
- Serene
- Relaxed
- Predictable
- Non-combative
- Quiet
- Possessive
- Patient
- Deliberate
- Serene
- Amiable
- Stable
- Loyal
- Team player

### LOW "S"

- Fault-finding
- Impetuous
- Active
- Alert
- Eager
- Restless
- Impulsive
- Independent
- Ambitious
- Discontent
- Change-oriented
- Demonstrative
- Fidgety
- Critical
- Frustrated
- Assertive

### HIGH "C"

- Conscientious
- Evasive
- Worrisome
- Precise
- Systematic
- Accurate
- Conventional
- Prudent
- Withdrawn
- Mature
- Sensitive
- Perfectionist
- Critical
- Factual
- High standards
- Analytical

### LOW "C"

- Stubborn
- Self-centered
- Tactless
- Opinionated
- Arbitrary
- Driven
- Determined
- Rushed
- Sarcastic
- Rebellious
- Defiant
- Self-righteous
- Rigid
- Intolerant
- Confrontational
- Erratic

## Prospects: Responding to Their Style

Compare your style with a High "D" prospect's preferred buying style and plan how you will adapt your relationship development style in order to work effectively with High "D" prospects and clients. Also indicate how your style is naturally effective with a High "D". Do the same for a High "I", High "S", and a High "C".

### ***A High "D" will:***

### ***How I will adapt my style with a High "D":***

Control and dominate the conversation, appear rushed, focus on the bottom line/price, want something innovative, avoid details, offer a quick decision, and demand a short meeting. They will buy the bottom line – what it will do for them.

### **A High "D" will prefer me to:**

- Provide direct answers, be brief and to the point.
- Ask "what" questions, not "how" questions.
- Stick to business, focus on the results they desire and not a relationship.
- Outline possibilities for getting results, solve problems, be confident.
- Stress the logical benefits of recommended ideas or approaches.
- Let them talk and show that you are actively listening.
- Gain commitment to the next steps and establish a time-line.
- When in agreement, agree with the facts and the ideas rather than the person. The same holds true for disagreements.

### ***How my style is effective with a High "D":***

**A High "I" will:**

Need to talk first and talk often, have you understand the culture and history of the organization, and avoid jumping right to the business at hand. They do not want to be pressured, will base your credibility on who you know and work with, need a relationship and for you to handle the details and any internal selling. They will buy you and your relationship.

**A High "I" will prefer me to:**

- Provide a favorable, friendly environment.
- Allow them to verbalize their ideas.
- Suggest what action they should take without getting into the details.
- Provide testimonials of others regarding my ideas, product or services and ask for their opinion.
- Provide time for enjoyable conversation.
- Provide details in writing, but not dwell on them.
- Provide a participatory, open relationship.
- Provide incentive for them to take on a task. Point out how their choice will be a popular one.
- Show examples of how your involvement supports their dreams, feelings, and intuitions.

***How I will adapt my style with a High "I":***

***How my style is effective with a High "I":***

**A High “S” will:**

Be polite and engaging, but formal at all times. They will be looking for details and for evidence that you clearly understand the issues. They will want detailed action plans, a commitment to a long-term strategy and relationship, and a sincere desire to provide the most effective program for the company. They will not buy on price; they will buy personal assurances and specific solutions with concrete guarantees.

**A High “S” will prefer me to:**

- Provide a sincere, personal, agreeable environment. They need to know that you are “safe”.
- Display a sincere interest in them. Find areas of common involvement; be candid and open
- Ask “how” questions to get their opinions and provide clarification.
- Be patient in drawing out their goals. Cover the details and connect all of the pieces.
- If your ideas require them to change how they do something, present it in a non-threatening manner and give them time to adjust.
- Clearly explain goals, roles and procedures and make them comfortable with their part in the plan.
- Provide personal assurance of follow-up support and concrete guarantees.

***How I will adapt my style with a High “S”:***

***How my style is effective with a High “S”:***

**A High "C" will:**

Demand accuracy, precision, expertise, experience and details. They will require personal attention, precisely defined responsibilities and procedures, a controlled environment, reassurance and precise execution of every step. They have high standards and expectations. They will need to know answers to all of the "what ifs" and they will buy only when they know exactly how it works.

**A High "C" will prefer me to:**

- Take time to be very well prepared with a detailed presentation.
- Approach them in a straightforward, direct, but low-keyed way – stick to business.
- Support their logical, methodical approach; build your credibility by listing pros and cons to any suggestion you make. Support ideas with accurate data.
- Provide reassurance that no surprises will occur and make sure they don't!
- Provide a step-by-step approach to a goal. Include timetables.
- If agreeing, be specific. If disagreeing, disagree with the facts, not with the person.
- Be prepared to provide many explanations in a patient, persistent and diplomatic manner.

***How I will adapt my style with a High "C":***

***How my style is effective with a High "C":***

## **Recognition: Verbal and Non Verbal Clues**

### “D”

- Emphasizes ideas by tone change – uses voice inflection.
- Expressions aggressive or dominant.
- Quick, clear, fast-paced and to the point.
- Wants facts and to get to the point– visibly loses interest with anecdotes.
- Leans forward when making a point.
- Makes statements more than asks questions.
- May arrive late and leave early.
- Rarely sits still. Will interrupt extended dialogue
- Limited or no personal information disclosed – no small talk.

### “I”

- Warm and engaging, constant eye contact and animated facial expressions.
- Speaks quickly and clearly, usually fast-paced.
- Actions are open and eager.
- Little effort to push for facts.
- Attentive and responsive enjoys the relationship.
- Wants to know about your personal life and will disclose the same.
- Frequently takes conversational tangents.
- Will avoid or be uncomfortable with disagreement or confrontation.
- Extremely sensitive to criticism.



## “S”

- Expressions and posture quiet and submissive
- Deliberate, studied, or slow in speech.
- Asks questions more often than makes statements.
- Tends to sit up and sit back.
- Can be complimentary and supportive.
- Will not push for tough facts or ask difficult questions.
- Will grow visibly tense at the hint of confrontation or an uncomfortable topic.
- Very sensitive to criticism.
- Will not interrupt.

## “C”

- Tends to be monotone in discussions.
- Speaks much faster when excited.
- Reserved, unresponsive.
- Poker face – no active listening cues.
- Actions cautious or careful.
- Wants facts and specifics.
- Eye contact infrequent while listening.
- Eyes are harsh, severe, or serious.
- Limited use of hands – usually clenched tightly, folded, or pointed.
- Preoccupied or vigilant.
- Limited or no personal information disclosed – no small talk.

<b>Meeting Steps:</b>	<b>Meeting Action Plan</b>
1. Planning	Given this person's behavioral tendencies, what are some things that you must make sure you do and avoid doing?
2. Opening	How much and what kind of interaction is most appropriate to use with this person?
3. Interviewing	What questions will you ask to confirm their personal and organizational needs?
4. Presenting	How will you position your product, subject, or service to fit this person's behavioral style?
5. Responding to Concerns	What are some likely concerns (e.g., objections, fears) this person may have and how can you proactively reduce them?
6. Gaining Commitment	What approach is likely to be most effective to reach a solution or gain a commitment from this person?
7. Servicing and Follow-up	Given this person's style, what servicing and follow-up expectations is he or she likely to have and how can you effectively respond?