

The Platinum Rule Behavioral Style Assessment

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

Personalized Report for:
Sample PlatinumRule

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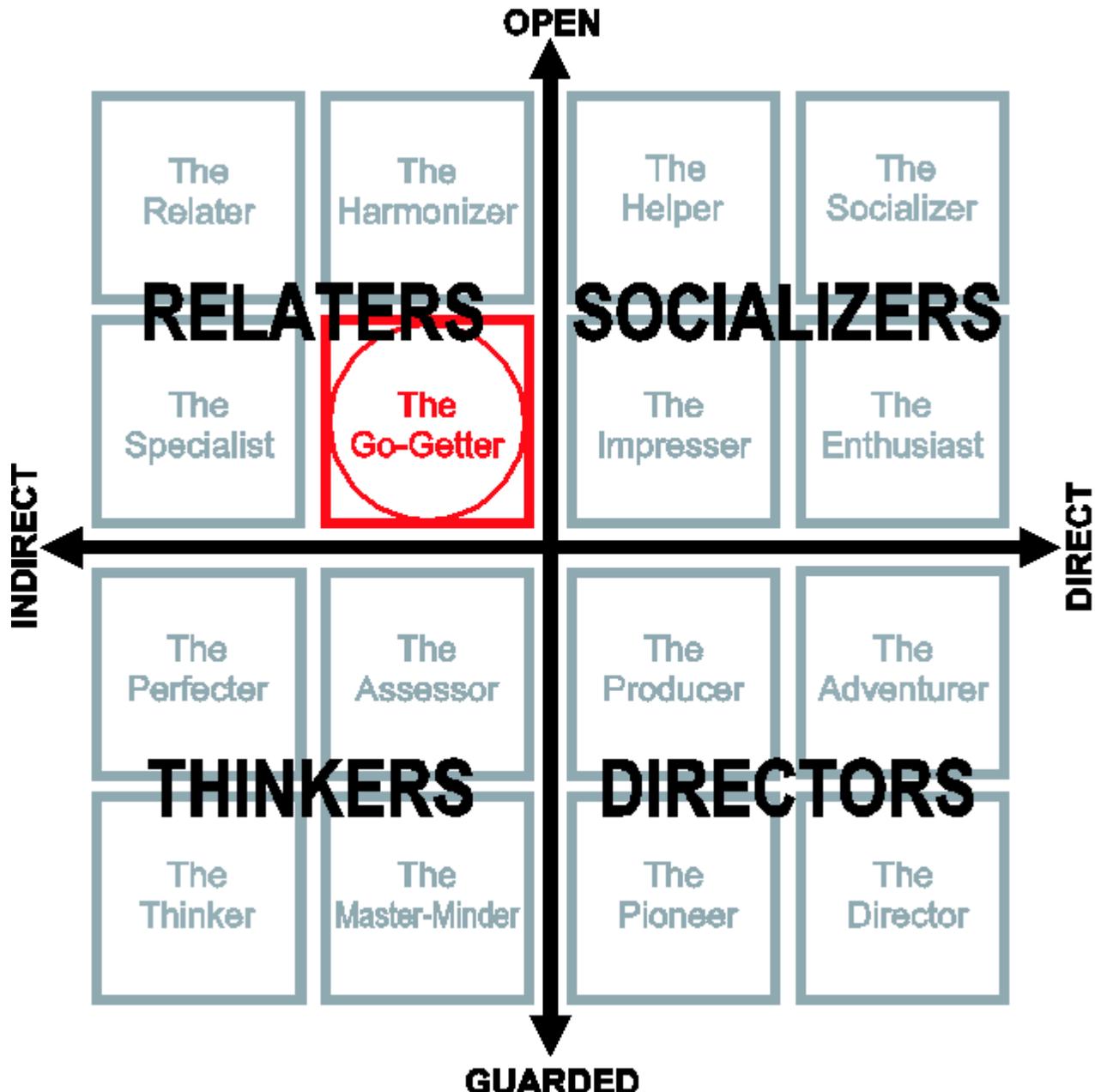
Your Style and Your Substyle on the Grid

Dear Sample,

Congratulations on your decision to use The Platinum Rule Behavioral Style Assessment. Completing the Assessment could be one of the most important relationship-building decisions you will ever make.

Your Self-Assessment shows that your main Style is that of a **Relater**. Just as important is your Substyle. Your responses on the self-assessment questionnaire indicate that you are a "directingRELATER" or what we like to call **The Go-Getter**.

On the following pages, you will learn much more about The Platinum Rule Behavioral Style system, about what it means to be a RELATER and a Go-Getter, about Openness and Directness, about all the other Styles... and most importantly, about how to create more chemistry and less conflict in your interaction with others, at home, at work, everywhere!



Introduction to The Platinum Rule Behavioral Style Assessment

Congratulations on your decision to use The Platinum Rule Behavioral Style Assessment. Completing the Assessment could be one of the most important relationship building decisions you will ever make.

Many of us grew up firmly believing the wisdom of treating others the way you would like to be treated—the Golden Rule. We soon realized that a more practical rule to live by seemed to be what we call The Platinum Rule™—*Treat others the way they want to be treated*. That's the simple concept behind The Platinum Rule system.

Think about your interactions every day. Have you succeeded spectacularly with one person, only to hopelessly “bomb out” with another the next moment? We all have at one time or another. We try to shrug it off thinking, “That’s just the way it is.” However, things do not have to be that way. Nearly every contact with every person in all areas of your life can be a success—if you know how to make it happen.

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

BEHAVIORAL STYLES

Historical as well as contemporary research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. **The Platinum Rule** focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. See the chart below. Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, and easy to remember and use. For more information about each style, see pages 23 and 28-32 of this report.

STYLE	TENDENCIES
Director	Tends to be direct and guarded
Socializer	Tends to be direct and open
Relater	Tends to be indirect and open
Thinker	Tends to be indirect and guarded

HOW TO USE THIS REPORT

Begin today. First, read the entire report. It is divided into two parts. Part One focuses on understanding your style characteristics in many environments—at work, at home, under stress, etc.—and offers strategies for increasing your personal effectiveness. **Please note** that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are **tendencies only** for your style group and may or may not specifically apply to you personally.

Part Two focuses on applying the concept of The Platinum Rule in your relationships with others. We recommend that you use this section of the report to greatly enhance all your relationships.

ADAPTABILITY

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

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

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

Adaptability is the key to building all successful relationships. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). They consciously decide whether and how to respond to a person, a situation, or an event.

You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation. For more information about adaptability, go to pages 20, 21, and 24-28 in this report.

Understanding your Behavioral Style is just the beginning. The power of the results come alive with applying the information you’ve learned. Good Luck!

A SNAPSHOT OF YOUR SUBSTYLE

THE GO-GETTER (directingRELATER)

While you fall into the broad **Relater** style quadrant, it's just as important to be aware of your Substyle because within each of the main Styles we still find a tremendous diversity of behaviors.

We break each main Style down into four Substyles. Yours is the **directingRELATER**, which we like to call **The Go-Getter**. **The Go-Getter** is LESS open and MORE indirect than most other Relaters. Below is a snapshot of **The Go-Getter** Substyle... as such, it's a closer look at *you!*

The primary goal that motivates you is a desire for a steady flow of more accomplishments.

Despite your somewhat indirect nature, you can be very direct in situations that are task-focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and timelines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

COMPARED TO OTHER RELATERS, RELATERS LIKE YOU ARE MORE LIKELY TO:

- Want acceptance and involvement when working with others
- Be reserved and supportive
- Fear a loss of stability springing from confusing changes or personal strife
- Follow established procedures and proven practices
- Follow tasks through to completion
- Be concrete, specific and practical
- Prefer to complete a limited number of tangible, identifiable tasks in a comfortable period of time
- Become submissive when under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You can benefit by learning to deal better with change and stress. You may need to come to grips with the reality of fluctuating workloads, quick turnaround times, and limited resources. That means controlling your tendency to be slow moving and indecisive. This is especially true if you are in a management or leadership position.

With People:

Because you have a need to please others, you too often tell them only what they want to hear. Such placating can undermine relationships. You also may need to work on being more assertive.

PERSONAL EMPOWERMENT POINTERS

- Get training in collaborative problem-solving and conflict resolution. Then apply these new skills, first in lower-risk situations with people with whom you already have a good relationship, then with others.
- Be more forthright in expressing your views.
- Ask others for ideas and support as you seek to become more decisive and independent and to take more risks.

Descriptions of the 16 Substyles

SUBSTYLES OF DIRECTORS

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

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

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

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

SUBSTYLES OF SOCIALIZERS

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

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

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

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

SUBSTYLES OF RELATERS

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

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

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

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

SUBSTYLES OF THINKERS

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

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

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

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

An Overview of Your Primary Behavioral Style

Relaters are slower-paced and relationship-focused. They are also open and indirect, relatively unassertive, warm, and reliable. They are sometimes seen by others as compliant, soft-hearted and acquiescent.

Relaters seek security. They take action and make decisions slowly. This pace stems from their desire to avoid risky or unknown situations. Before Relaters take action or make a decision, they have to know how other people feel about the decision.

Relaters tend to be very people-oriented. Having close, friendly, personal, first-name relationships with others is one of their most important objectives. Relaters dislike interpersonal conflict so much that they sometimes say what they think other people want to hear. Relaters have natural counseling skills and are extremely supportive. Their theme is, "Notice how well-liked I am."

Relaters tend to be good, active listeners and generally develop relationships with people who are also good listeners. As a result, Relaters have strong networks of people who are willing to be mutually supportive. Others often feel good just being with Relaters.

Relaters focus on getting acquainted and building trust. They are irritated by pushy, aggressive behavior. Relaters question, "How will it affect my personal circumstances and the camaraderie of the group?" Relaters are cooperative, steady workers and excellent team players.

Their primary strengths are relating to, caring for, and loving others. Their primary weaknesses are that they are somewhat unassertive, overly sensitive and easily bullied.

Their ideal occupations cluster around the helping professions such as financial advisor, insurance agent, counselor, teacher, social worker, doctor or nurse, personal assistant or customer service representative.

In the business environment, Relaters like others to be courteous, friendly and accepting of their share of the responsibility. In a social environment, Relaters like others to be genuine and friendly.

Their desk contains family pictures and other personal items. Their office walls have personal slogans, family or group photos, serene pictures or mementos. Relaters are high-touch in a high-tech world. Relaters give their office a friendly, warm ambience and arrange seating in a side-by-side, cooperative way.

To achieve more balance and to develop behavioral flexibility, Relaters need to say "no" occasionally; attend to the completion of tasks without over sensitivity to the feelings of others; be willing to reach beyond their comfort zone to set goals that require some stretch and risk; and to delegate to others.

RELATERS' MOTIVATORS

Relaters strive for stability in their life; therefore, Relaters tend to avoid situations that threaten stability. Relaters place a lot of importance in gaining the acceptance of key people who, otherwise, could jeopardize their stability. Relaters generally seek acceptance, inclusion, and recognition of their worth. Their theme song could be, "You've Got A Friend" or "Bridge over Troubled Waters."

Relaters are concerned about unstable or changing conditions in their personal and business life. Relaters like change to be limited and brought about slowly. They tend to become anxious when unplanned changes pop up. Before changes take place, Relaters prefer to have time to understand and accept the change, as well as to work out ways to maintain their own stability.

Relaters tend to be averse to risk and change. Their greatest fear is probably the loss of what they have - the known and reliable - for the unknown. Relaters like to hold on to what they have and tend to be quietly possessive; a trait that often goes undetected. Relaters may work persistently at getting themselves firmly entrenched in their position. Then they hold on tightly. One way that Relaters maintain stability is to avoid trying to change other people's attitudes or actions.

A reliable, steady follow-through is, perhaps, the most often recognized trait displayed by Relaters. A related strength is their persistence. Relaters tend to stick to a task no matter how long it takes. Like the proverbial tortoise Relaters realize there is a lot more to winning a race than mere speed.

Another strength that helps Relaters succeed is being methodical. Relaters generally work by following proven procedures in a stepwise and orderly manner. They always know -- and let others know -- exactly where they are in the process.

Relaters tend to make decisions by conferring with others because people -- and pleasing people -- are their primary focus. They are most comfortable in pleasant, friendly, and noncompetitive work relationships and situations. Relaters excel at listening to other's feelings and ideas. They enjoy companionship and are usually willing to accommodate others, as long as they do not jeopardize their own stability. A related talent is their dedication. This is evident in their quiet, calm-appearing, and "worker bee" approach to getting tasks completed.

RELATERS' GROWTH OPPORTUNITIES

Relaters can increase their effectiveness by learning to better deal with change and complexity. Another key self-improvement area is the ability to more adequately cope with stress. That means controlling their tendency to become indecisive and act slowly. This is especially important if Relaters are in a leadership or management position. Relaters also need to develop the ability to see the big picture, including the fact that the world is constantly changing. They tend to be more comfortable dealing with the trees and often do not see the forest.

Relaters also need to increase their interest, understanding, and expertise in dealing with the world of ideas, analysis, interpretations, forecasts, etc. For example, Relaters are generally more comfortable dealing with concrete situations or data that already exist rather than theories, trends, or conjecture. People often misunderstand this preference and do not realize that Relaters are "doers," rather than thinkers.

Although Relaters are strong in the people-domain, they can stand to further strengthen themselves in this area. Relaters could do better at self-disclosure. Relaters often do not express their feelings or thoughts because they fear this may weaken their position in the eyes of others. Instead, Relaters may tell people what they want to hear. The consequence is that they actually undermine their relationships.

A related growth area is cultivating the ability to be more assertive. This is especially true when conflicts arise because their natural tendency is to become overly submissive. Relaters would benefit from learning and using collaborative problem-solving skills to help them deal with disagreements. Finally, Relaters need to learn to possess an unshakable sense of self-worth. This would reduce or eliminate their dependence on reassurance from others. Relaters are sensitive to the needs of others, but, when taken to an extreme, this can undermine their self-affirmation and self-esteem.

A Summary of the Relater Style

IN A NUTSHELL:

- Relaters are slower-paced and relationship-focused
- Relaters are slow at taking action and making decisions
- Relaters like close, personal relationships
- Relaters dislike interpersonal conflict
- Relaters support and “actively” listen to others
- Relaters are weak at goal setting and self-direction
- Relaters have an excellent ability to gain support from others
- Relaters work slowly and cohesively with others
- Relaters seek security and belongingness
- Relaters have good counseling skills

STRENGTHS: Listening
Teamwork
Reliability
Follow-through

WEAKNESSES: Oversensitive
Slow to begin action
Poor at goal setting

PACE: Slower/Relaxed

GOALS: Stability
Safety
Security

FEARS: Sudden changes
Loss of stability

MOTIVATORS: Involvement
Opportunity to work together with people

IRRITATIONS: Insensitivity
Impatience

UNDER STRESS: Become submissive

DECISIONS ARE: Consultative

FOCUS: Relationships

WORKPLACE: Personal
Relaxed

GAINS SECURITY THROUGH: Friendships
Cooperation

Relaters on the Job

THE RELATER'S TYPICAL BUSINESS CHARACTERISTICS

- Need to know the order of procedures
- Operate well as members of a work group
- Motivated by usual, known, and proven practices
- Oriented toward more concrete, repeatable actions
- Want order and stability in the workplace
- Focus on how and when to do things
- Work in a steady, predictable manner
- Like a long-term relationship with their business place and fellow employees

THE RELATER'S PREFERRED BUSINESS SITUATIONS

- Like to perform the same kinds of duties day after day no matter what the importance of the type of work involved
- Prefer to work cooperatively with others to achieve common results
- Dislike taking risks
- Enjoy working in a stable, steady, low-key environment which has a minimum of changes
- Like to know each step toward completing their tasks
- Prefer to make decisions by group consensus or other accepted practices rather than by themselves
- Enjoy feeling like a valued member of the work group

SUGGESTIONS FOR RELATERS TO BE MORE EFFECTIVE AT WORK

- Take time to prioritize your tasks and responsibility... if you are uncertain about priorities, consult with your supervisor or a trusted coworker
- Be willing to try new ways of doing things and explore new technologies, recognizing that there is always more than one way to accomplish a task... you can move into these new areas at your own pace to retain your sense of stability
- Recognize that a certain amount of conflict or disagreement is inevitable in any workplace
- Speak up for yourself and voice your thoughts and opinions... your full participation is important to the overall success of your group or organization
- Ask for help when needed and delegate tasks when appropriate
- Recognize that deadlines do need to be met... on occasion, this may require that you reduce the amount of time you need to prepare for a task
- Stand up to people with whom you have a disagreement and openly discuss and resolve your differences... do not try to avoid these people or strategize against them

Relaters in the Social Scene

THE RELATER'S TYPICAL SOCIAL BEHAVIORS

- Like to build ongoing relationships with a small group of people
- Want to be involved in and identified with their group
- Relate to others on a one-to-one basis... preferably with predictable role behavior by each person
- Prefer more casual, calming relationships
- Give and expect sincere attention
- Seek stability in their life through practicing conformity

THE RELATER'S PREFERRED SOCIAL SITUATIONS

- Like to participate in the group's communication and activities
- Enjoy performing regular activities the same way at the same time and place
- Prefer to communicate in a conflict-free gathering of associates or friends
- Want to know how to play games or complete activities through well-defined, step-by-step procedures
- Like to feel appreciated and well-liked by others, just for who they are and what they contribute

SUGGESTIONS FOR RELATERS TO BE MORE EFFECTIVE IN SOCIAL SETTINGS

- Respond more favorably to required changes
- Consciously allow occasional disruptions of your peace and stability
- Stand up for yourself when others become insistent, or even belligerent
- Occasionally vary your schedule and try new things
- Occasionally confront others
- Respond somewhat less sensitively to others
- Expand your circle of acquaintances by participating in activities with new people more frequently

The Relater's Behavior and Needs Under Stress

Under stress, Relaters have a tendency to submit.

An example of a typical response to a stressful situation from Relaters might be:
"OK, if that's the way you must have it, we'll try it."

UNDER STRESS, RELATERS MAY APPEAR:

- Wishy Washy
- Submissive
- Passive
- Dependent
- Hesitant
- Defensive
- Indecisive

UNDER STRESS, RELATERS NEED:

- Reassurances that they are liked
- Personal assurance
- A slower pace for comfort and security
- Relationships

How to Reduce Conflict

RELATERS' TYPICAL BEHAVIOR IN CONFLICT

- Relaters are quite uncomfortable with conflict, aggression and anger. They will do whatever they can to avoid such situations. If Relaters are not able to physically avoid a situation involving conflict or anger, they will probably attempt to ignore it, functioning as best they can without interacting -- or interacting very superficially -- with others.
- Relaters seldom express their own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. Relaters tend to go along with what others want in order to avoid any controversy.
- The anger and dissatisfaction that Relaters have been repressing builds up inside of them and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once Relaters have vented this built up emotion, they return to their normal behavior.
- Relaters may also feel that their feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of them which, in turn, results in more repressed anger.
- Relaters tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However Relaters rarely share these expectations. As a result the other person fails to meet their expectations; leading to more repressed anger or hurt feelings on their part.

STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH OTHERS

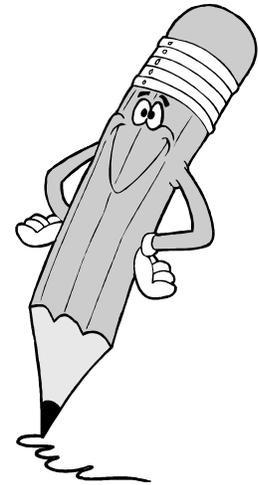
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Share your needs, feelings and expectations with your friends and coworkers.
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change.

Action Plans...

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

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

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



Relaters...

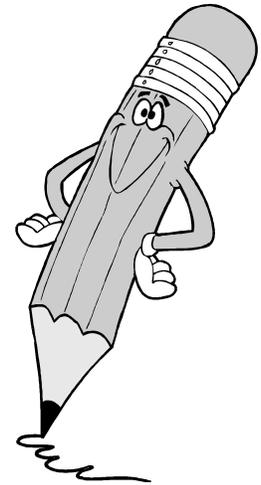
- Are concerned with stability
- Think logically
- Want documentation
- Like personal involvement
- Need to know the step-by-step sequence
- Want others to know their patient perseverance
- Avoid risks and changes
- Dislike conflict
- Accommodate others
- Look for calmness and peace
- Enjoy teamwork
- Want sincere feedback that they are appreciated

When Dealing with Relaters...

- Show how your idea minimizes risk
- Show reasoning
- Provide data/proof
- Demonstrate your interest in them
- Provide outlines and/or 1-2-3 instructions as you personally "walk them through"
- Compliment their steady follow-through
- Give them personal assurances
- Act non-aggressively, focus on common interest or needed support
- Allow them to provide service or support for others
- Provide a relaxing, friendly atmosphere
- Provide them with a cooperative group
- Acknowledge their easy going manner and helpful efforts, when appropriate

Action Plan...

ON THE JOB



For Relaters:

- Stretch by taking on a bit more or different duties beyond your comfort level
- Increase verbalization of your thoughts and feelings
- Speed up your actions by getting into some projects more quickly
- Desensitize yourself somewhat, so that you are not negatively affected by your colleagues' feelings to the point of affecting your own performance
- Learn to adapt more quickly to either changes or refinements of existing practices
- Bolster your assertiveness techniques

For Others Working with Relaters:

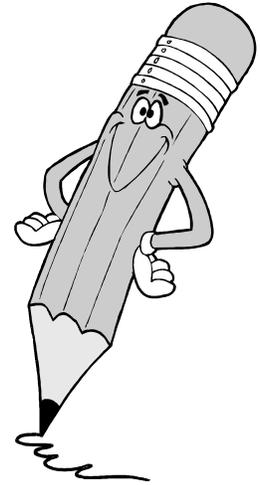
Be warm and sincere by:

- Supporting their feelings by showing personal interest when possible
- Assuming they will take things personally
- Allowing them time to trust you
- Discussing personal feelings – not facts – when you disagree
- Moving along in a slower, informal, but steady manner
- Showing that you are “actively” listening
- Giving assurances that risk will be minimized or handled as reasonably as possible

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

Action Plan...

IN THE SOCIAL SCENE



For Relaters:

- Stand up for yourself when others become insistent, or even belligerent
- Respond more favorably to required changes
- Occasionally vary your schedule and do new things
- Expand your circle of acquaintances by participating in activities with new people more frequently
- Respond somewhat less sensitively to others
- Occasionally confront others
- Consciously allow occasional disruption of your peace and stability

For The Friends of Relaters:

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

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

Application of Behavioral Styles With Others

APPLICATION, APPLICATION, APPLICATION

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

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

This application section includes:

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

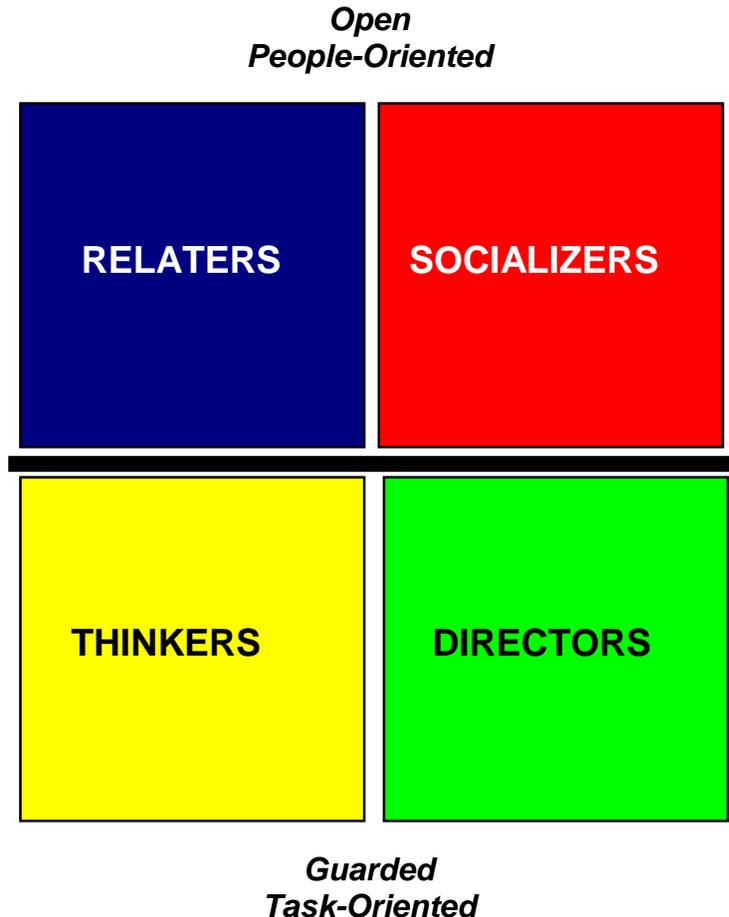
This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

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

How To Identify Another Person's Behavioral Style

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

OPENNESS



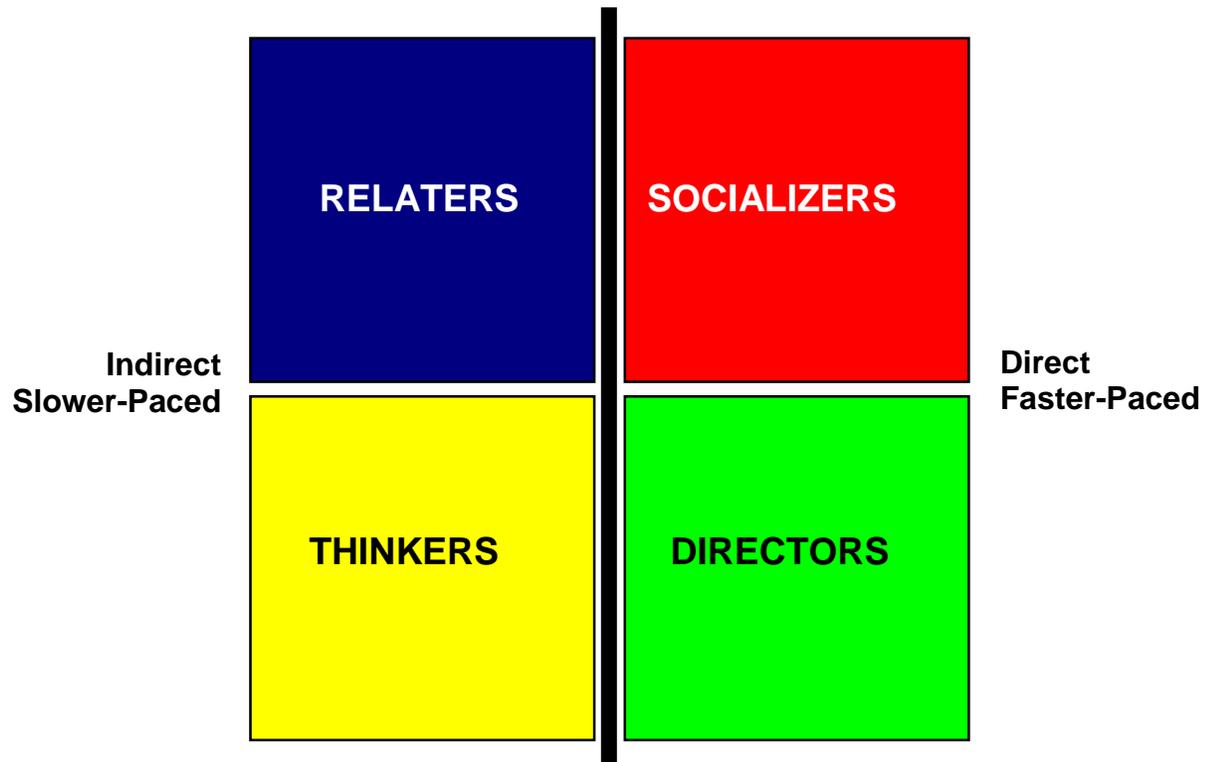
Open Behaviors

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

Guarded Behaviors

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

DIRECTNESS



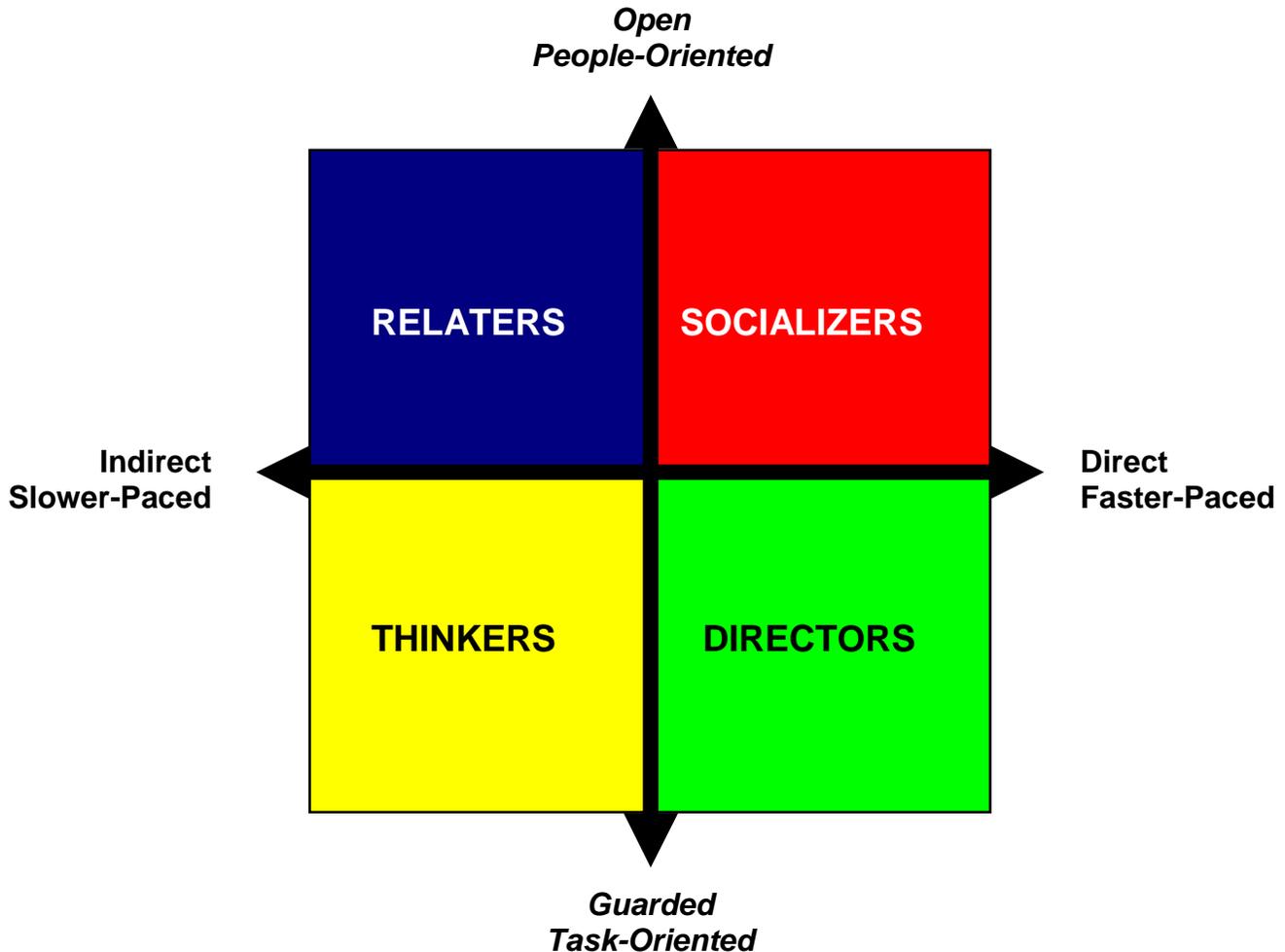
Indirect Behaviors

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

Direct Behaviors

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

THE WHOLE PICTURE



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

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

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

The Four Basic Styles Overview

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

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

What is Behavioral Adaptability?

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

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

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

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

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

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

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

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

How to Modify Your Directness and Openness

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

TO INCREASE DIRECTNESS

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

TO DECREASE DIRECTNESS

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

TO INCREASE OPENNESS

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

TO DECREASE OPENNESS

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

Tension Among the Styles

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

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

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

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

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

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

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

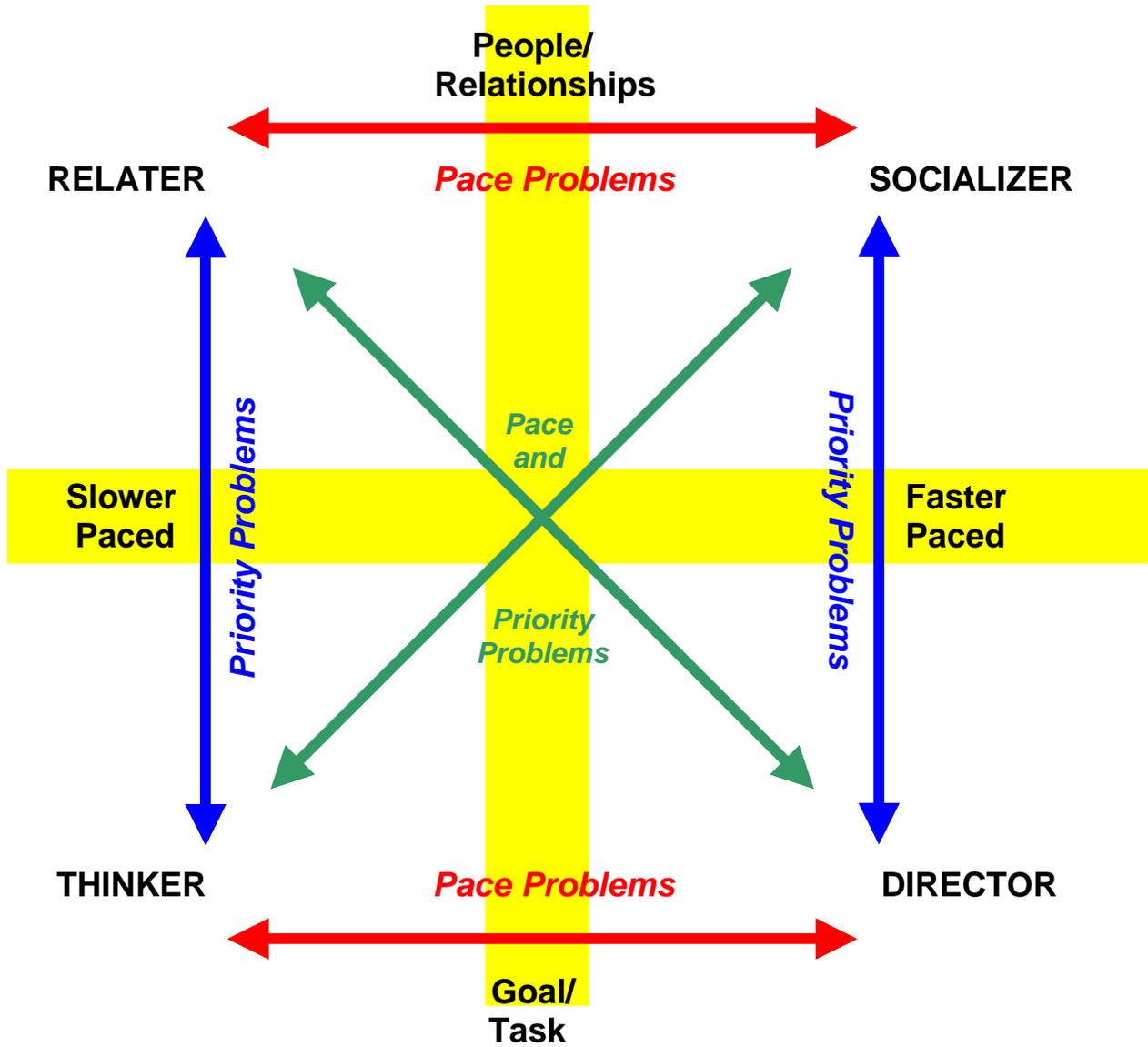
When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Director and Relater relationship, as well as in the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

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

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

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

Tension Among the Styles Model



- Pace Problems
- Priority Problems
- Pace and Priority Problems

Action Plans With All Four Styles...

<p>RELATER TRAITS...</p> <p>Concerned with stability</p> <p>Think logically</p> <p>Want documentation and facts</p> <p>Like personal involvement</p> <p>Need to know step-by-step sequence</p> <p>Want others to notice their patient perseverance</p> <p>Avoid risks and changes</p> <p>Dislike conflict</p> <p>Accommodate others</p> <p>Look for calmness and peace</p> <p>Enjoy teamwork</p> <p>Want sincere feedback that they're appreciated</p>	<p>SO YOU...</p> <ul style="list-style-type: none"> - Show how your idea minimizes risk - Show reasoning - Provide data and proof - Demonstrate your interest in them - Provide outline and/or one-two-three instructions as you personally "walk them through" - Compliment for their steady follow-through - Give them personal assurances - Act non-aggressively, focus on common interest or needed support - Allow them to provide service or support for others - Provide relaxing, friendly atmosphere - Provide them with a cooperative group - Acknowledge their easygoing manner and helpful efforts, when appropriate
<p>THINKER TRAITS...</p> <p>Concerned with aggressive approaches</p> <p>Think logically</p> <p>Seek data</p> <p>Need to know the process</p> <p>Utilize caution</p> <p>Prefer to do things themselves</p> <p>Want others to notice their accuracy</p> <p>Gravitate toward quality control</p> <p>Avoid conflict</p> <p>Need to be right</p> <p>Like to contemplate</p>	<p>SO YOU...</p> <ul style="list-style-type: none"> - Approach them in an indirect, non-threatening way - Show reasoning - Give it to them in writing - Provide explanations and rationale - Allow them to think, inquire and check before they make decisions - When delegating, let them check on others' progress and performance - Compliment them on their thoroughness and correctness when appropriate - Let them assess and be involved in the process when possible - Tactfully ask for clarification and assistance you may need - Allow them time to find the best or "correct" answer, within available limits - Tell them "why" and "how"
<p>SOCIALIZER TRAITS...</p> <p>Concerned with approval and appearances</p> <p>Seek enthusiastic people and situations</p> <p>Think emotionally</p> <p>Want to know the general expectations</p> <p>Need involvement and people contact</p> <p>Like changes and innovations</p> <p>Want others to notice THEM</p> <p>Often need help getting organized</p> <p>Look for action and stimulation</p> <p>Surround themselves with optimism"</p> <p>Want feedback that they "look good"</p>	<p>SO YOU...</p> <ul style="list-style-type: none"> - Show them that you admire and like them - Behave optimistically and provide upbeat setting - Support their feelings when possible - Avoid involved details, focus on the "big picture" - Interact and participate with them - Vary the routine; avoid requiring long-term repetition by them - Compliment them personally and often - Do it together - Keep up a fast, lively, pace - Support their ideas and don't poke holes in their dreams; show them your positive side - Mention their accomplishments, progress and your other genuine appreciation
<p>DIRECTOR TRAITS...</p> <p>Concerned with being #1</p> <p>Think logically</p> <p>Want facts and highlights</p> <p>Strive for results</p> <p>Like personal choices</p> <p>Like Changes</p> <p>Prefer to delegate</p> <p>Want others to notice accomplishments</p> <p>Need to be in charge</p> <p>Tendency towards conflict</p>	<p>SO YOU...</p> <ul style="list-style-type: none"> - Show them how to win, new opportunities - Display reasoning - Provide concise data - Agree on goal and boundaries, then support or get out of their way - Allow them to "do their thing," within limits - Vary routine - Look for opportunities to modify their work-load focus - Compliment them on what they've done - Let them take the lead, when appropriate, but give them parameters - If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

How to Adapt to the Different Behavioral Styles

THE DIRECTOR STYLE

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

The Director Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Director call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

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

At Work – Help Them To

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

Sales and Service Strategies with Director Styles

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

In Social Settings

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

THE SOCIALIZER STYLE

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

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

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

At Work – Help Them To

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

Sales and Service Strategies with Socializer Styles

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

In Social Settings

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

THE RELATER STYLE

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

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

At Work – Help Them To

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

Sales and Service Strategies with Relater Styles

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

In Social Settings

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

THE THINKER STYLE

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

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

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

At Work – Help Them To

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

Sales and Service Strategies with Thinker Styles

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

In Social Settings

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

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