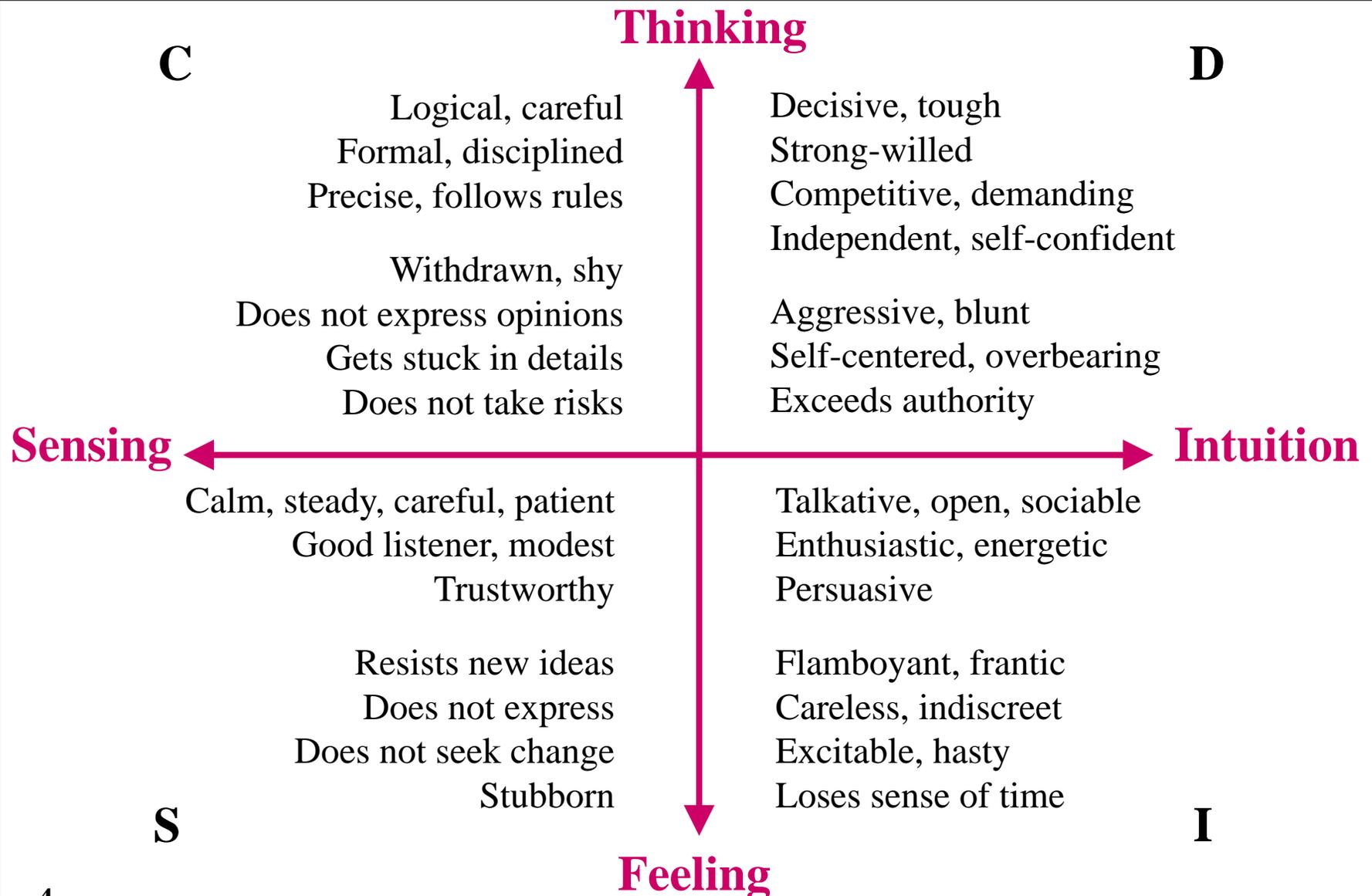


Your Personality Style and Stress

Riley Harvill
The HarBeck Company
www.harbeck.com

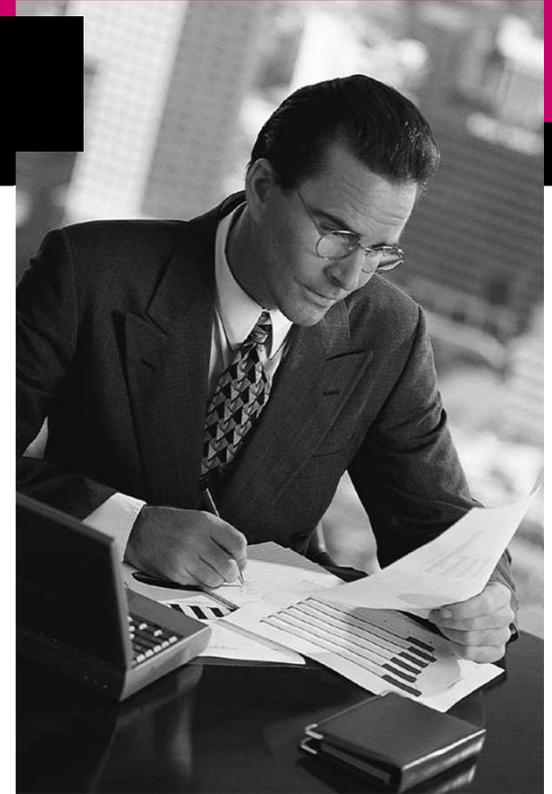
Four-quadrant Division of Behavior



D-Style

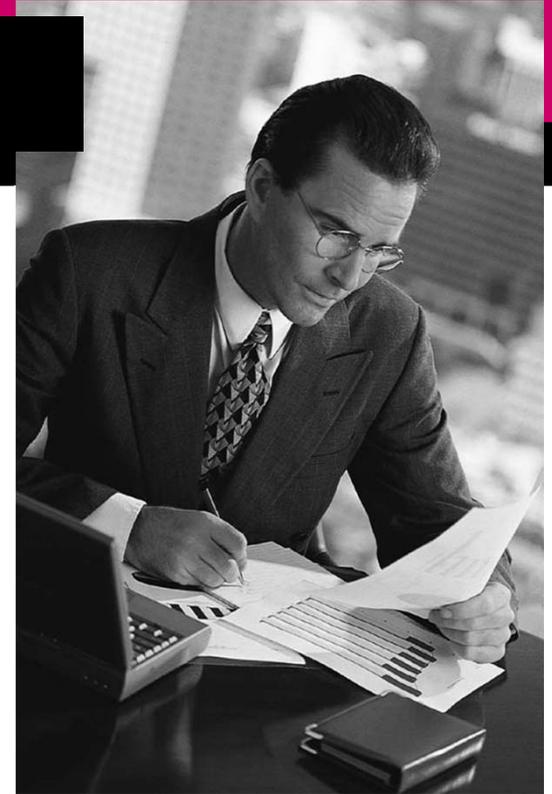
- **Decisive, tough**
- **Strong-willed**
- **Competitive, demanding**
- **Independent, self-centered**

- **Under pressure - lack of concern**
- **Fear - loss of control**



D-Style

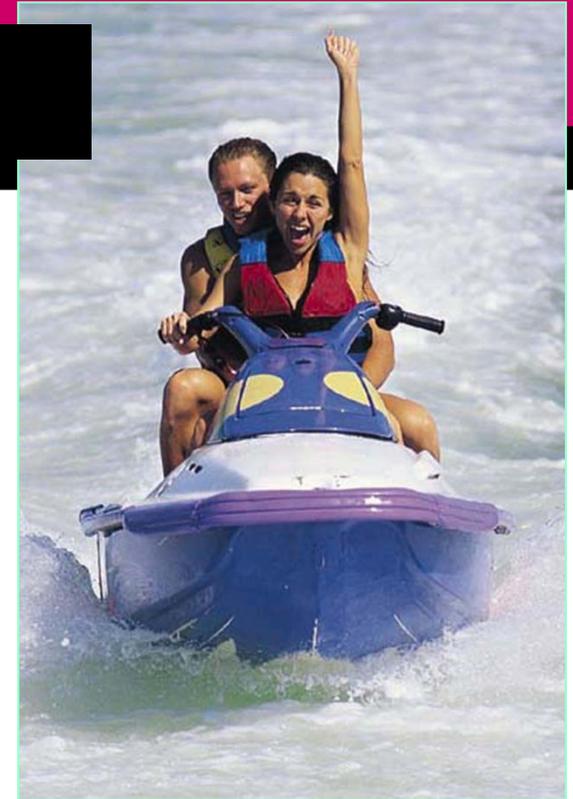
Gen. Patton
Madonna
J.R. Ewing of *Dallas*
Coach Bobby Knight
Jennifer Lopez
Pink
Sean “P. Diddy” Combs
Venus Williams
John McEnroe
Captain Kirk
Hillary Clinton
Charles Barkley
Dr. Phil



I-Style

- **Sociable**
- **Talkative, open**
- **Enthusiastic**
- **Energetic**
- **Persuasive**

- **Under pressure - disorganized**
- **Fear - social rejection**



I-Style

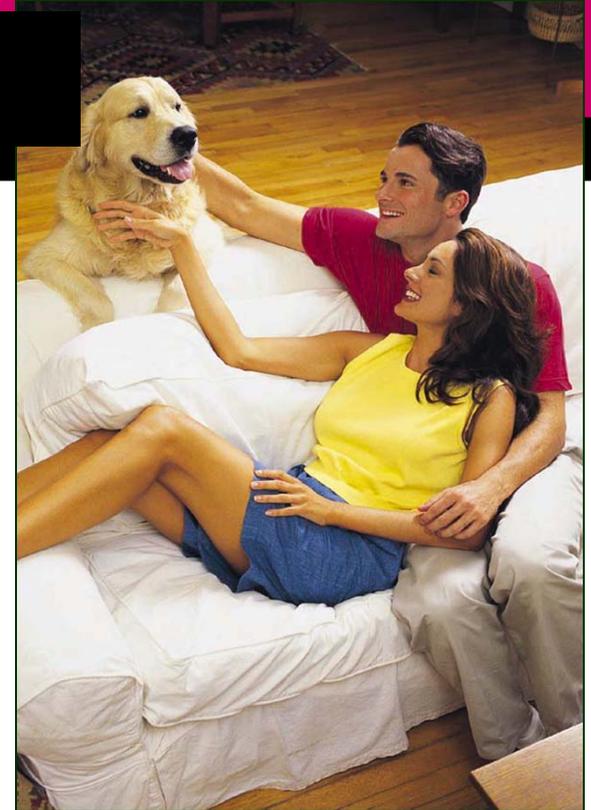
**Robin Williams
Bill Clinton
Jay Leno
Ashton Kutcher
Will Smith
Serena Williams
Dr. McCoy
Dolly Parton
“Hawkeye” Pierce
Arnold Schwarzenegger
Jim Carrey
Arsenio Hall**



S-Style

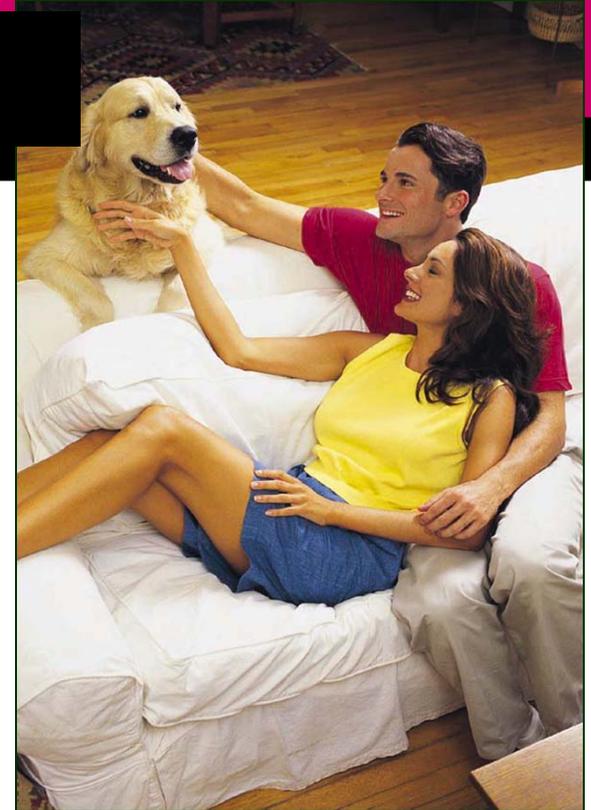
- **Calm, steady**
- **Careful, patient**
- **Family-oriented**
- **Good listener**
- **Modest**
- **Trustworthy**

- **Under pressure - too willing**
- **Fear - loss of stability**



S-Style

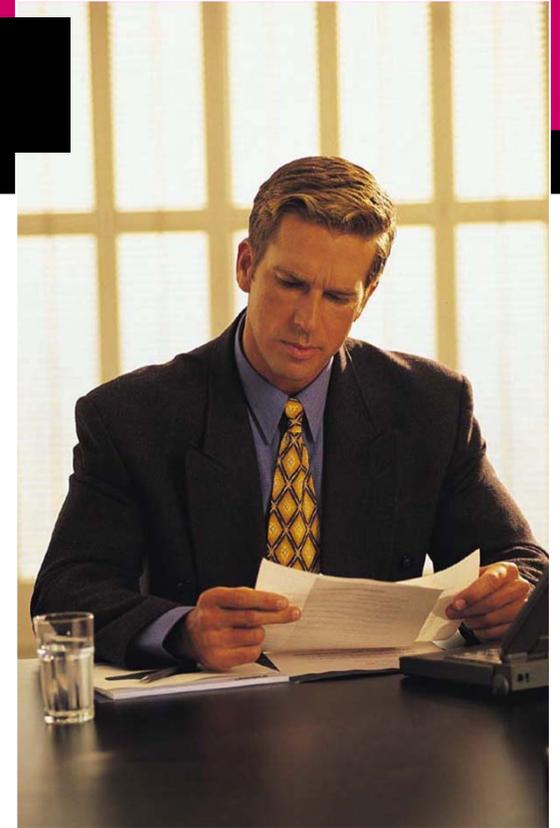
Gandhi
Mr. Sulu of *Star Trek*
Princess Diana
Dr. Carter of *ER*
Tom Cruise
Halle Berry
Magic Johnson
Ron Howard
Michael J. Fox
Tom Brokaw
Mother Teresa



C-Style

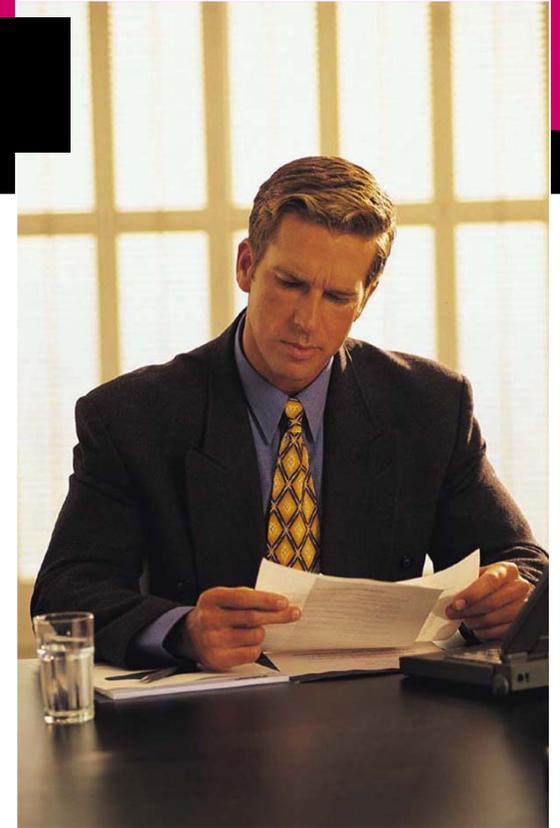
- **Precise**
- **Follows rules**
- **Logical, careful**
- **Formal, disciplined**

- **Under pressure - overly critical**
- **Fear - criticism of work**



C-Style

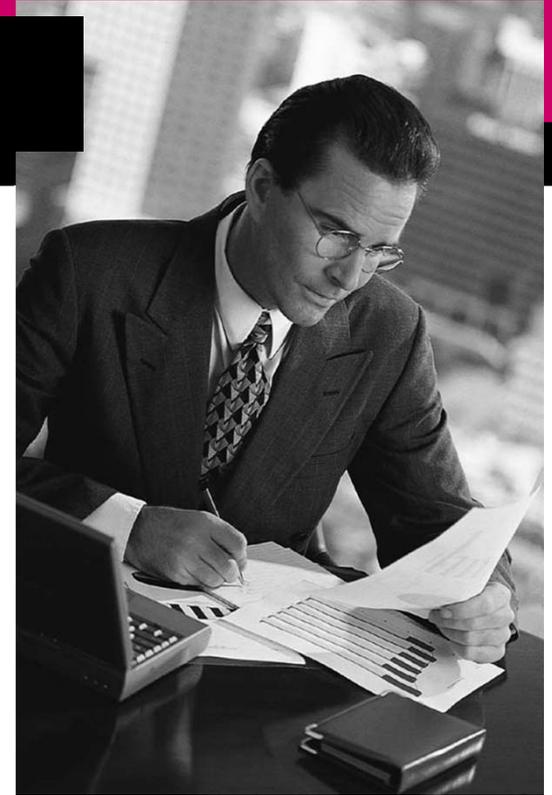
Spock
Al Gore
Albert Einstein
Johnny Depp
Tiger Woods
Keanu Reeves
Jack Nicklaus
Jimmy Carter
Ted Koppel
Bjorn Borg
Clint Eastwood



- **Adjectives**
 - competitive, demanding, vocal, adventurous, initiating
- **Describing terms**
 - reorganizer, project leader, idea creator, pioneer
- **How to identify**
 - often interrupts you, speaks on the telephone at the same time
 - is often in a hurry and has many projects
 - does not always appear polite

D-Style

- **Communication**
 - often only to one direction; from him/her to listeners
 - own opinions are communicated as facts that need no more discussion
 - may be blunt; says what he/she thinks
 - good in discipline situations in which compromise is not sought

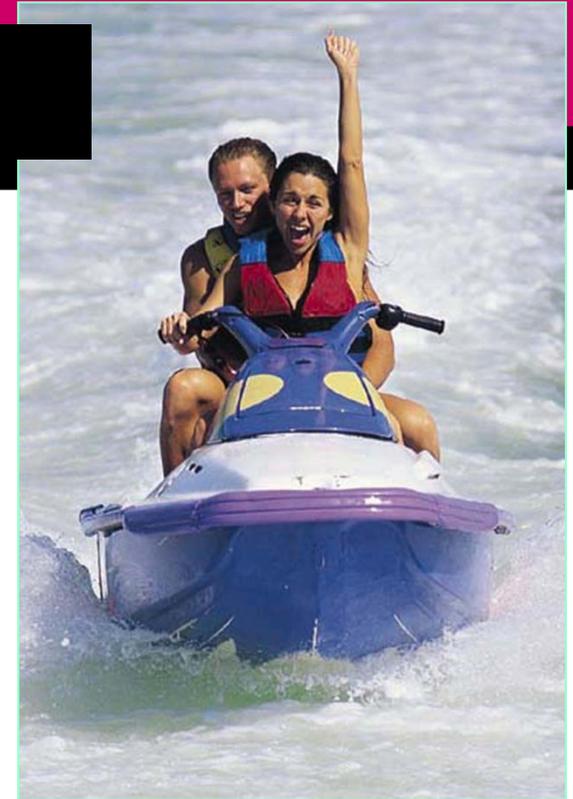


I-Style

- **Adjectives**
 - talkative, social, communicative
- **Describing terms**
 - performer, merrymaker, idea generator, quick-witted
- **How to identify**
 - excited, open and friendly
 - expresses when agrees with you
 - emphasizes the positive side of issues and things

I-Style

- **Communication**
 - selling and inspiring style
 - wants to talk a lot, but avoids details
 - avoids bringing up difficult subjects
 - good in giving constructive feedback

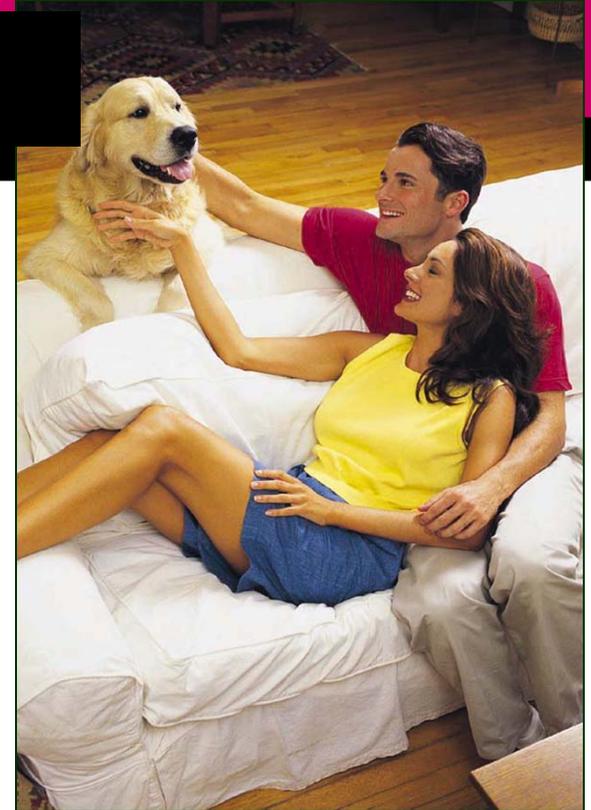


S-Style

- **Adjectives**
 - deliberate, careful, stable, systematic
- **Describing terms**
 - worker with a steady trend, does not get in your face, does not envy others, feet on the ground, balancing force
- **How to identify**
 - secure and stable
 - proceeds carefully
 - listens and nods

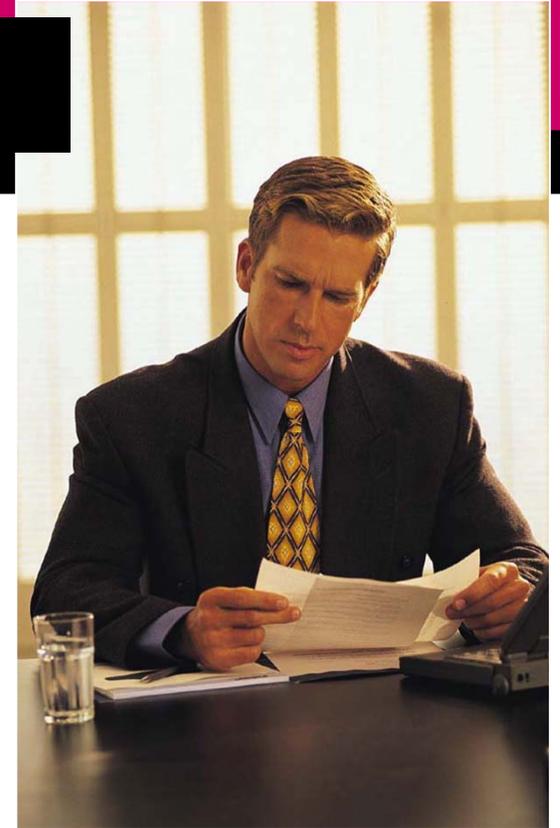
S-Style

- **Communication**
 - often only to one direction; he/she listens
 - answers when is asked
 - talks calmly and systematically
 - prefers to talk about issues he/she masters
 - prefers to talk one-to-one than to a large group
 - good instructor



- **Adjectives**
 - precise, perfectionist, logical
- **Describing terms**
 - fears to be wrong, follows the rules, performance criticizer
- **How to identify**
 - things in order
 - focuses on details
 - polite in a diplomatic way

- **Communication**
 - prefers to communicate in writing
 - does not easily express disagreeing views
 - masters the details
 - may lose the essentials
 - does not like to talk about opinions or abstract matters
 - does not order; refers to rules



Pros and cons

Pushy control-expert

- | | |
|----------------|-----------------|
| + determined | - rough |
| + strong | - pressuring |
| + gets results | - sore loser |
| + fast | - selfish |
| + takes risks | - can be a risk |

Pros and cons

Expressive human relations-expert

- + enthusiastic
- + active
- + relationships expert
- + fast starter
- too intuitive
- emotional
- butterfly
- too many balls in the air

Pros and cons

Kind encouragement-expert

- + pleasant
- + gains trust
- + seeks compromise
- + family & friends are important
- slow
- sticks to routine
- “yes-yes” person
- gives in

Pros and cons

Analytical system-expert

- + thorough
- + persistent
- + matter-of-fact
- + facts are important
- slow
- does not see forest for the trees
- difficult to approach
- an “expert”

Behavioral Styles

	D	I	S	C
Adjectives	Aggressive Competitive Demanding	Talkative Social Communicating	Deliberate Stable Systematic	Precise Perfectionist Logical
Describing Terms	Reorganizer Project Leader Idea creator Visionary Pioneer	“Character” Merrymaker Idea generator Quick-tongued Inspirer	Worker with a steady trend Doesn’t get in your face Feet on the ground	Fears to be wrong Follows the rules Precise Logical
How To Identify	Is busy with many simultaneous projects May interrupt you Talks on the phone at the same time Is not always polite	Very excited, open and friendly Agrees with you Talks about people he/she knows	Secure, stable Proceeds carefully Listens and seems to agree	Things in order Focuses on details Polite in a diplomatic way

Behavioral Styles

	D	I	S	C
Communi- cation	<p>Often to only one direction, he/she talks</p> <p>Own opinions as facts</p> <p>May be blunt</p> <p>Good in disciplining</p>	<p>Selling and inspiring</p> <p>Talks a lot, but not about details</p> <p>Avoids unpleasant subjects</p> <p>Good in providing constructive feedback</p> <p>Not always direct</p>	<p>Often only to one direction, he/she listens</p> <p>Answers when asked</p> <p>Talks calmly</p> <p>Creates trust</p> <p>Talks about topics he/she masters</p> <p>Better in one-to-one situations</p> <p>Good instructor</p>	<p>Better in written communication</p> <p>Doesn't exactly express disagreeing views</p> <p>Includes a lot of facts and details</p> <p>May lose essentials</p> <p>Doesn't talk about opinions or abstract matters</p> <p>Extremely diplomatic</p>
Perspective	<p>\$13,287,543.57</p> <p>\$13,000,000.00</p>	<p>\$13,287,543.57</p> <p>A lot, some, a little</p>	<p>\$13,287,543.57</p> <p>\$13,287,543.57</p>	<p>\$13,287.543.57</p> <p>\$.57</p>
Authority Is Based On	<p>Fear</p> <p>Power</p> <p>Distance</p>	<p>Charisma</p> <p>Motivation</p> <p>Atmosphere</p>	<p>Experience</p> <p>Expertise</p> <p>Bureaucratic status</p>	<p>Distance</p> <p>Rules and standards</p>

Behavioral Styles

	D	I	S	C
Things/ people manager	Things - sees results - people a resource - big units	People - needs a lot of people contacts	Small groups - participating manager	Things - interested in facts
Decision Making	Strong opinions Wants to make decisions Cold decisions New situations Difficult decisions Quick	May change opinion to avoid conflicts Remembers human aspects Customer-oriented Feeling based	Wants to double check Is cautious in new situations Avoids risks Thinks about how it has been solved in the past	Doesn't make final decision until knows all the details Doesn't take risks Is able to handle large amounts of detail
Listening	Listens only to short explanations Thinks how this can benefit me Not thorough Impatient; tends to show own feelings	Listens to others Likes discussion and socializing Participates Doesn't listen very long	Good listener Can see things from many viewpoints Can therefore help people Nods while might disagree	Has difficulty listening if not presented logically Critical, even looks for errors If interested, very eager to learn

Behavioral Styles

	D	I	S	C
Fears	Losing control Failure	Abandonment Fights – doesn't participate in conflicts	Insecurity Losing face	Disorganization Conflicts
Relationship to supervisor	Either respects (when no overlapping responsibilities) or no respect at all (competitive situation)	Doesn't oppose Protests by neglecting responsibilities (late, errors, etc.)	Trustworthy – "right arm" Needs clear instructions	Same as to other employees Seeks safety from conflicts and new situations
Irritated By	Inefficiency Indecisiveness	Boredom Routines	Dishonesty Impatience	Surprises Unpredictable situations
Situational Management	Crisis Changes New organizations	Creating good atmosphere Service orientation	Maintains routines Stable environment	Emphasis on rules Emphasis on quality

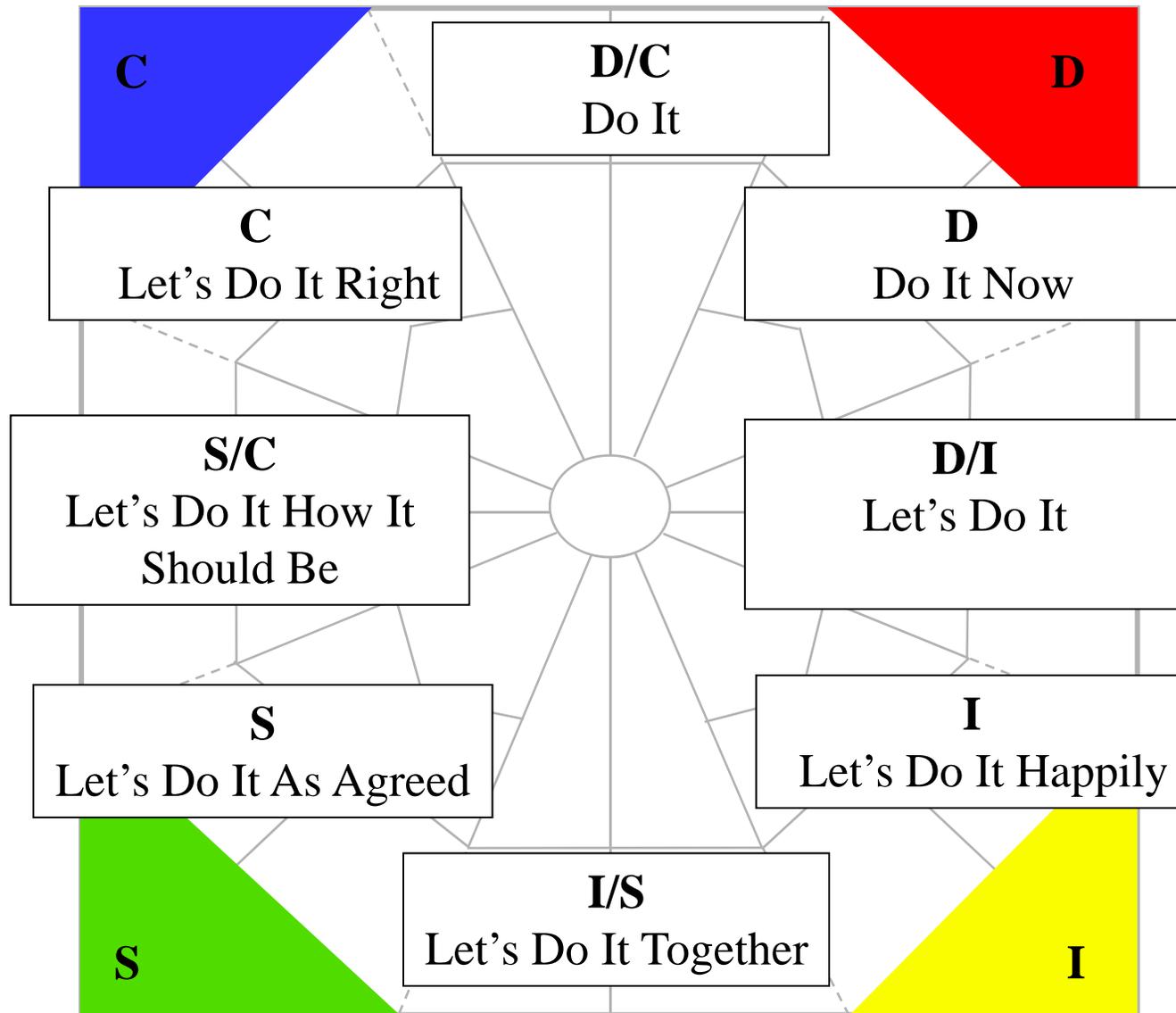
Behavioral Styles

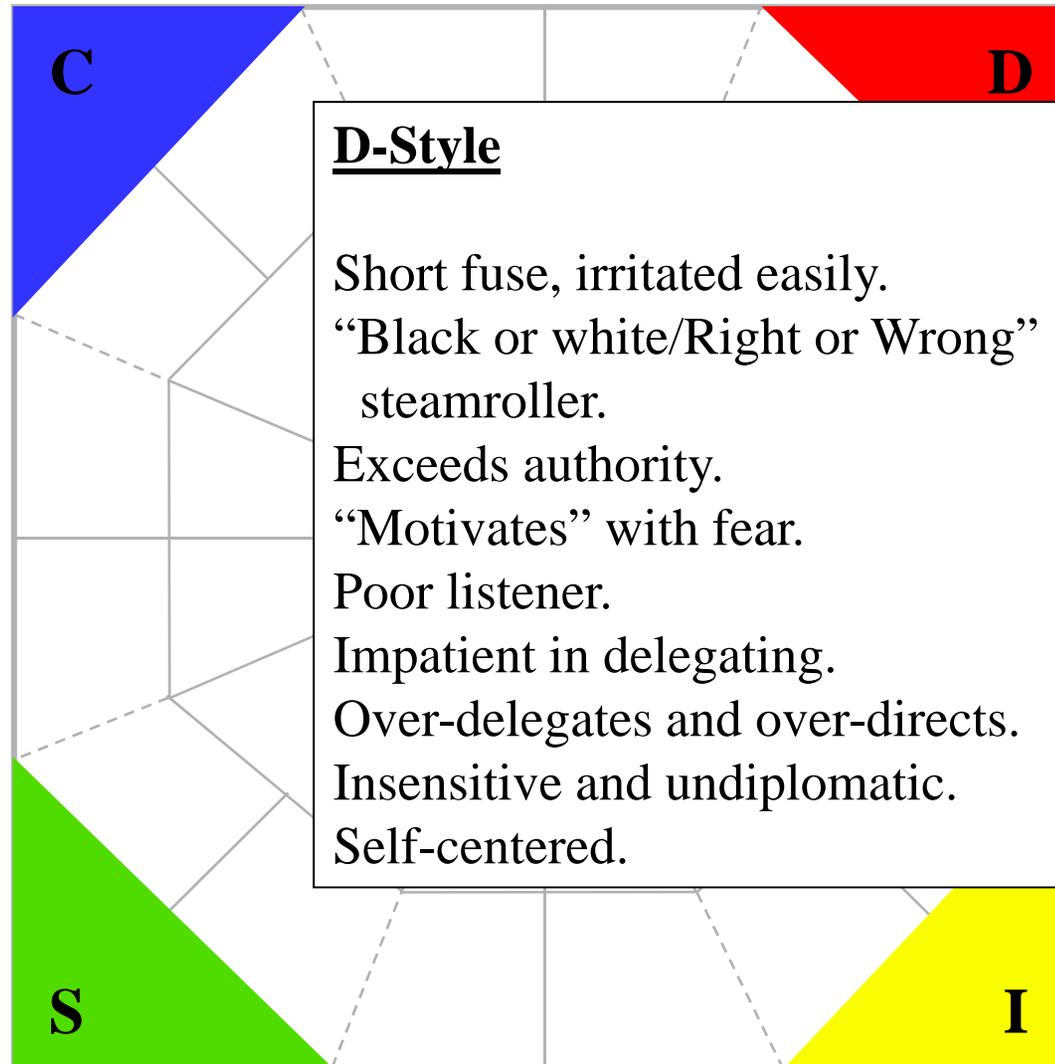
	D	I	S	C
Problems	<p>Wants new challenges; gets bored</p> <p>Does not stay within area of responsibility</p> <p>Own businesses</p> <p>People relations</p> <p>Team work</p>	<p>Forgets the roles</p> <p>Makes small mistakes</p> <p>Forgets the goals</p> <p>Creates own informal network</p> <p>Is not persistent</p> <p>Falls into idealism; not realistic</p>	<p>Resists change and new procedures</p> <p>Very opinionated</p> <p>Protects own team emotionally</p> <p>Doesn't initiate</p>	<p>Gets bogged down in details</p> <p>Resists responsibility</p> <p>Overly cautious</p>
Paperwork	<p>Forgets the details</p> <p>May want detailed info from others to assist in decision making</p> <p>Needs an assistant who provides info</p> <p>May forget reporting, while requesting reports from others</p>	<p>Not interested in administrative routines</p> <p>Not good in organizing the paperwork</p> <p>Needs an assistant to organize paperwork</p> <p>May forget the reports or does at last minute</p>	<p>Bureaucrat; builds info collection systems</p> <p>Gets lost/forgets himself/herself in own office</p> <p>Often regards paperwork more important than other tasks</p> <p>Reliable and careful</p>	<p>Effective in checking and finding mistakes</p> <p>Precise, meticulous</p> <p>Has difficulty in increasing work pace</p> <p>Good at generating reports</p>

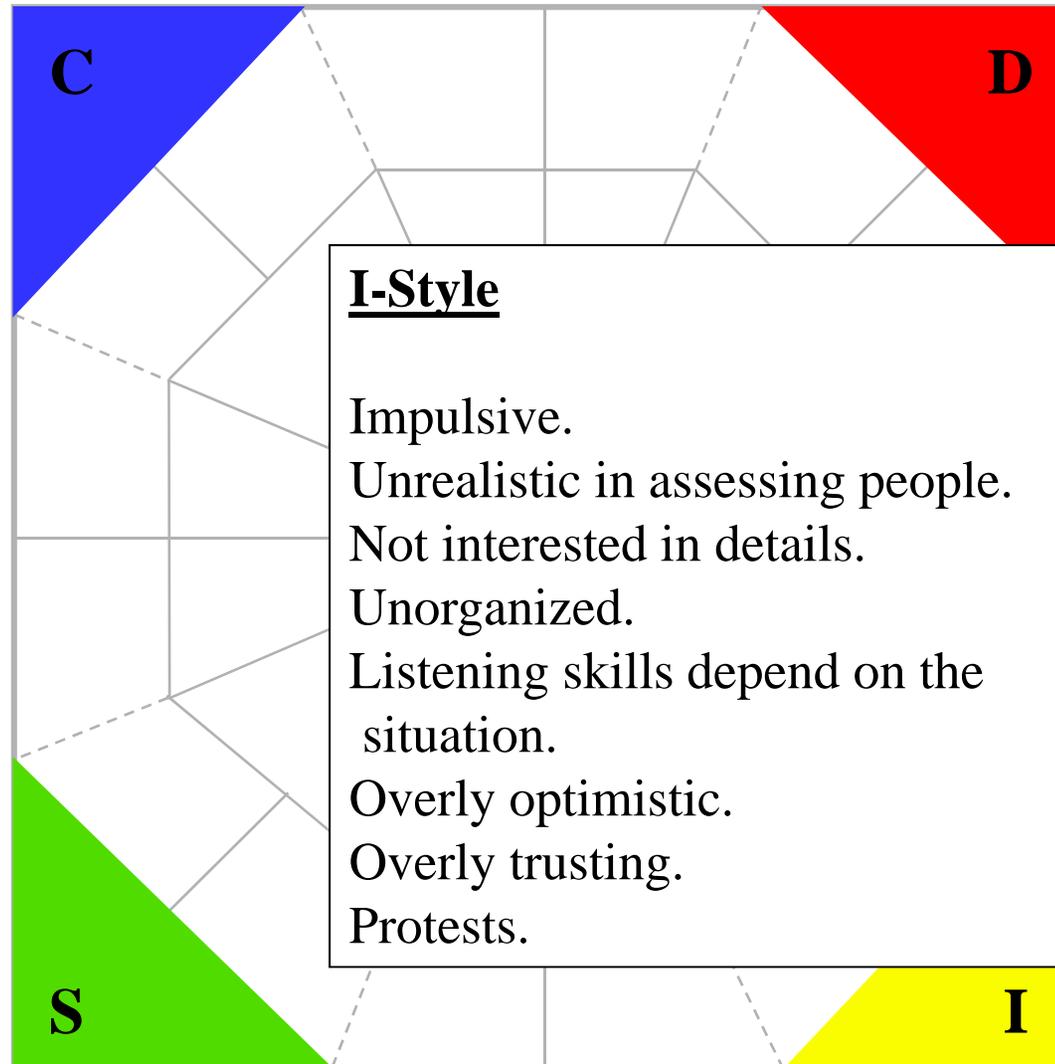
Behavioral Styles

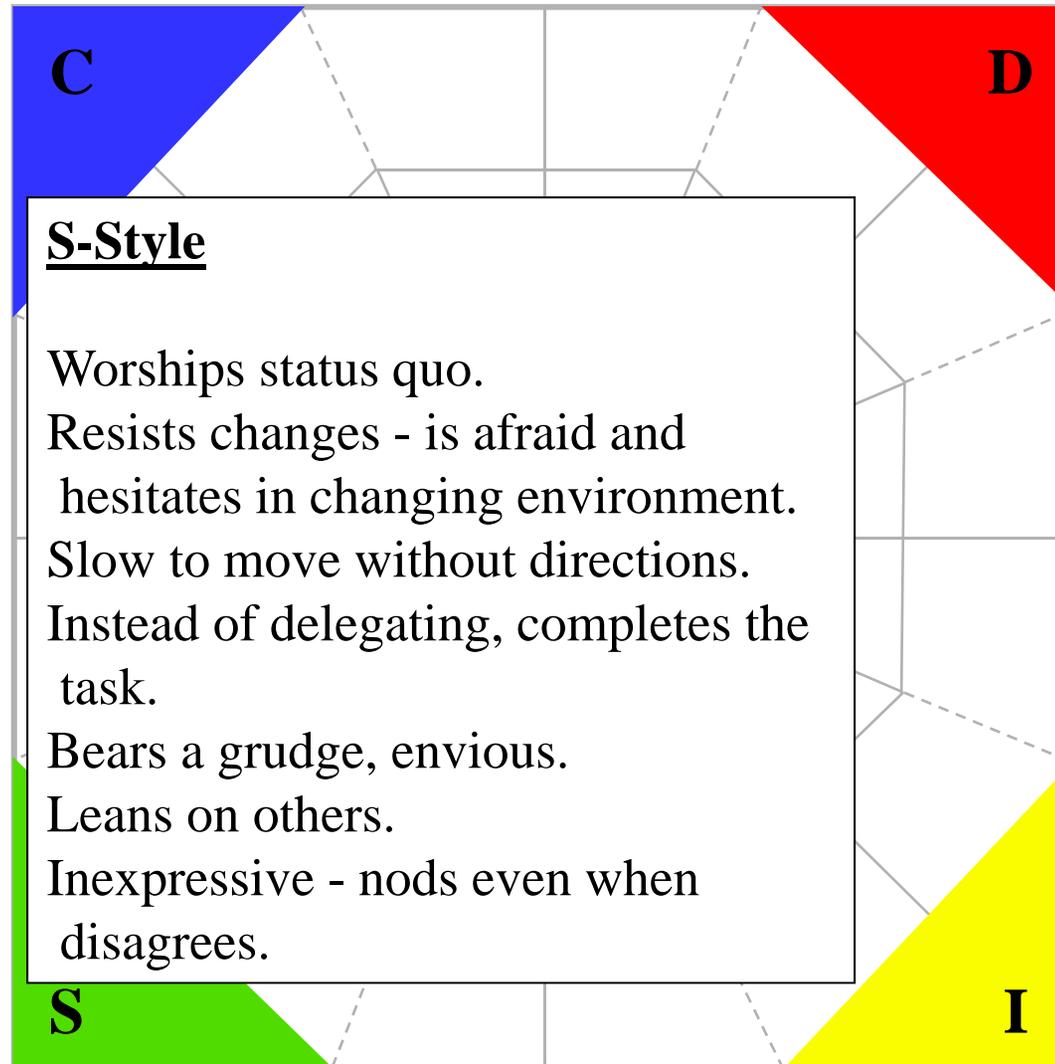
	D	I	S	C
D	<ul style="list-style-type: none"> +Same wavelength (if no overlapping responsibilities) 	<ul style="list-style-type: none"> +Presentation +Influence -Makes a lot of fuss -Butterfly 	<ul style="list-style-type: none"> +Reliable +Peaceful -Resists change -Slow, unimaginative 	<ul style="list-style-type: none"> +Expertise +Professional skills -Focuses on nitty gritty -Non-enterprising
I	<ul style="list-style-type: none"> +Results oriented +Holds direction -Doesn't understand people -Uncooperative 	<ul style="list-style-type: none"> +Humane +Nice person 	<ul style="list-style-type: none"> +Reliable +Sustainable -Depresses -Spoils the fun -Distant 	<ul style="list-style-type: none"> +Accuracy +Amount of knowledge -Boring, cold
S	<ul style="list-style-type: none"> +Courage +Ability to take risks -Inconsiderate -Disturbs 	<ul style="list-style-type: none"> +Takes care of talking +Presents well -Unreliable -High flyer 	<ul style="list-style-type: none"> +Reasonable 	<ul style="list-style-type: none"> +Good teammate -Cold, sober
C	<ul style="list-style-type: none"> +Clear opinion +Responsible -Autocrat -Full of steam 	<ul style="list-style-type: none"> +Social skills +Sympathetic -Rambler -Superficial 	<ul style="list-style-type: none"> +Not a threat +Neutral -Committee-minded -Not sharp enough 	<ul style="list-style-type: none"> +Doesn't disturb

Doing







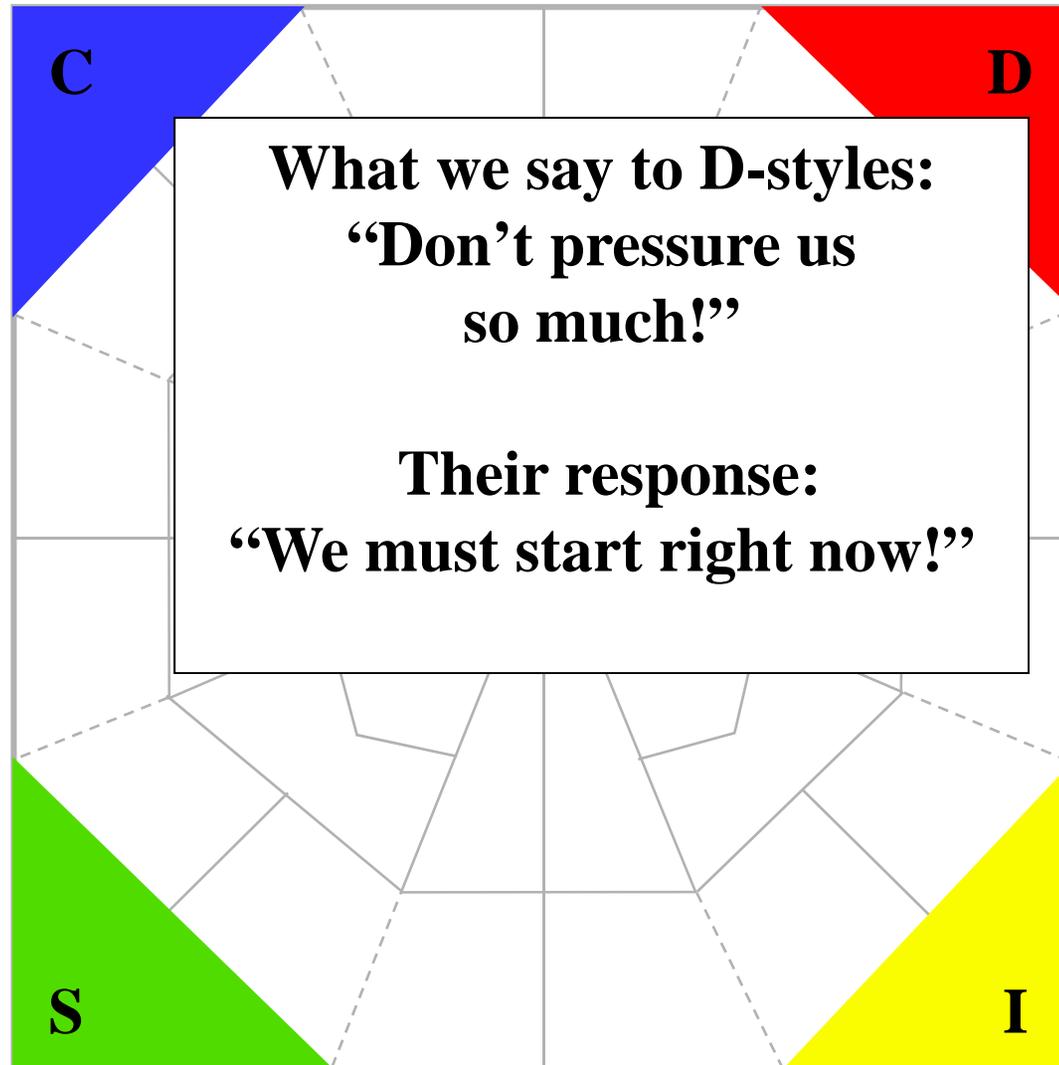


Styles Overused

C**D****C-Style**

Leans on the management.
Hesitates to act w/out precedent.
Gets stuck in ways of doing things
and systems.
Does not take risks in new things.
Does not express feelings.
Likes to work alone.
Gives in when in conflicts.
Overly critical.
Fears mistakes and embarrassment.

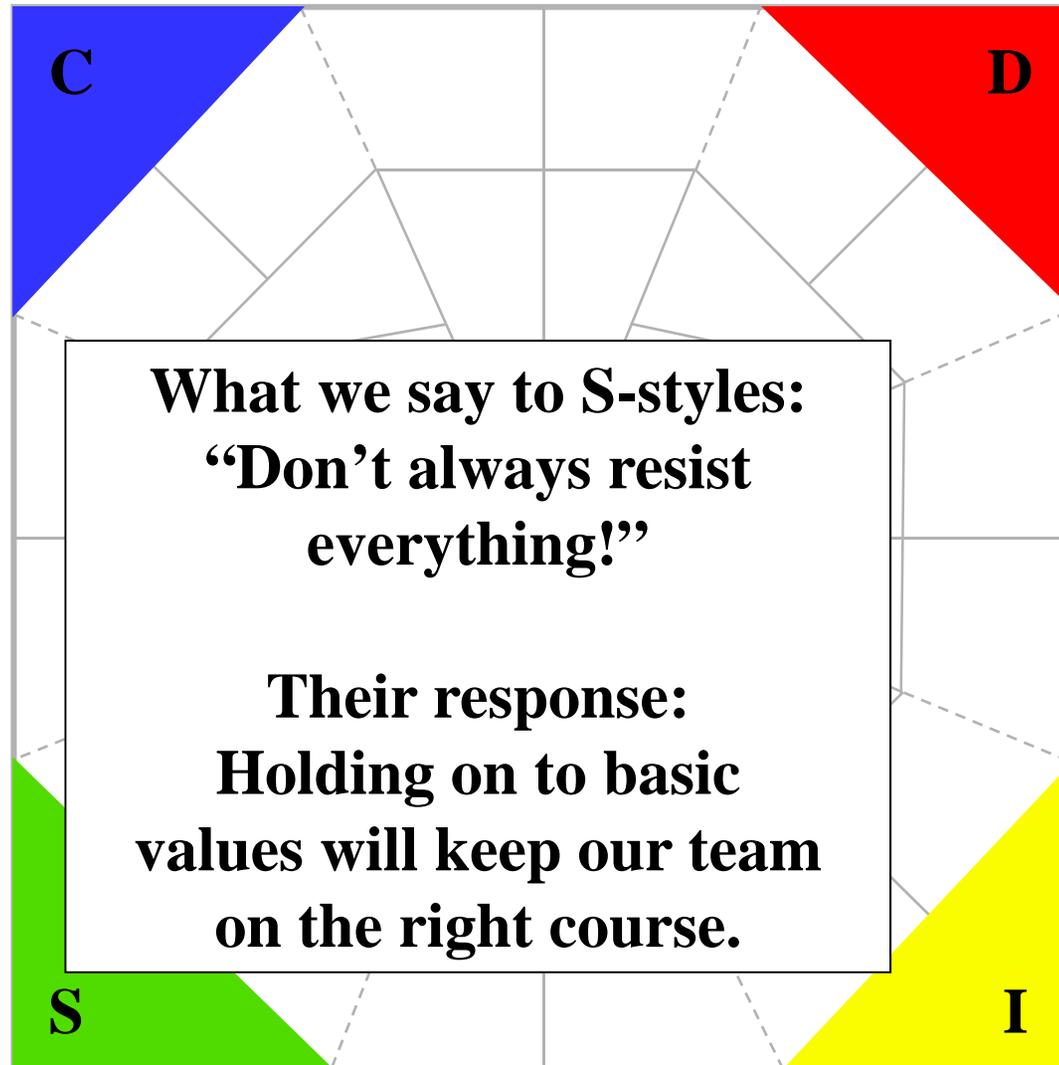
S**I**



Frustrating Others

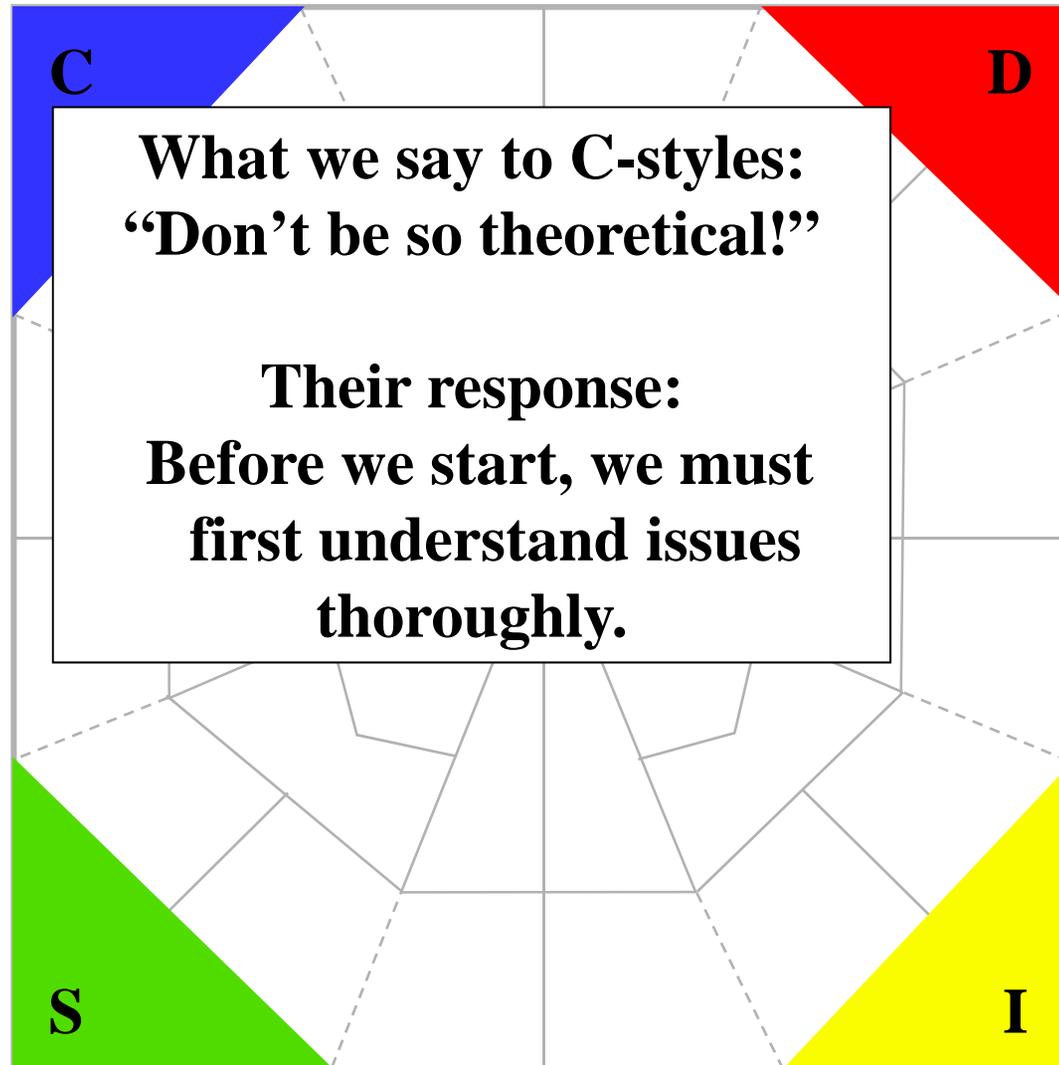


Frustrating Others



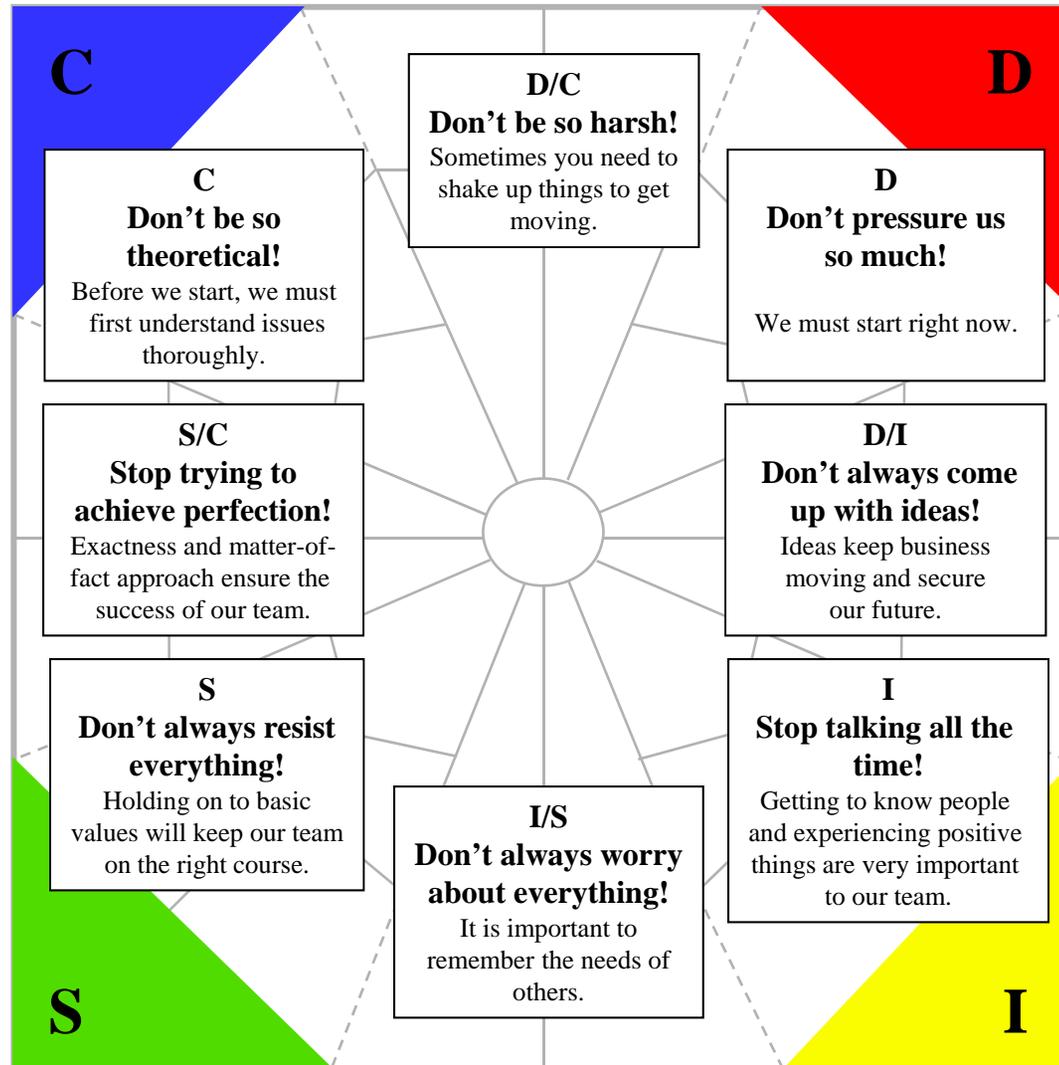
Bold print demonstrates what we easily say to this type of person. The smaller print demonstrates the attitude toward the situation by this type of person.

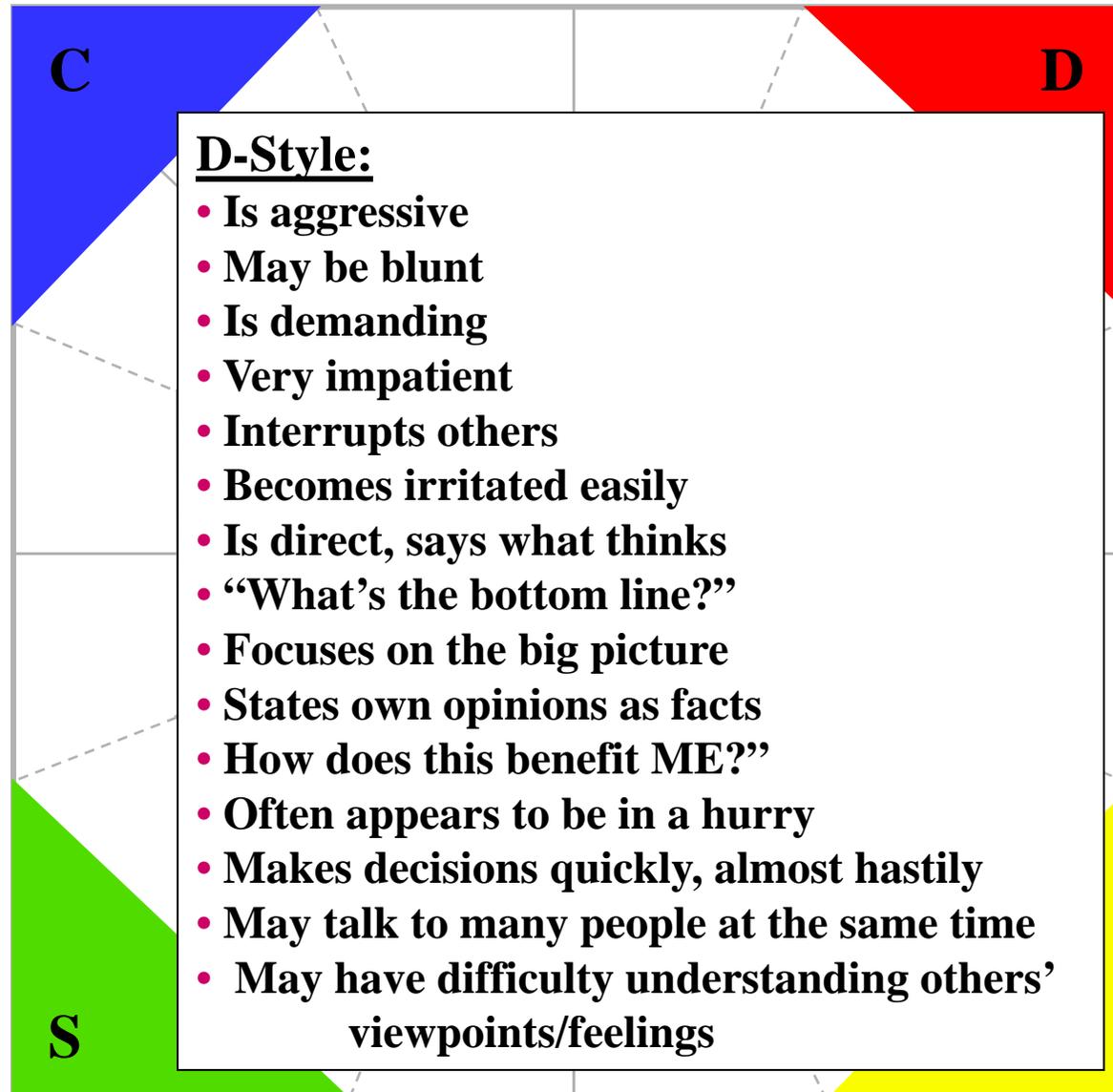
Frustrating Others



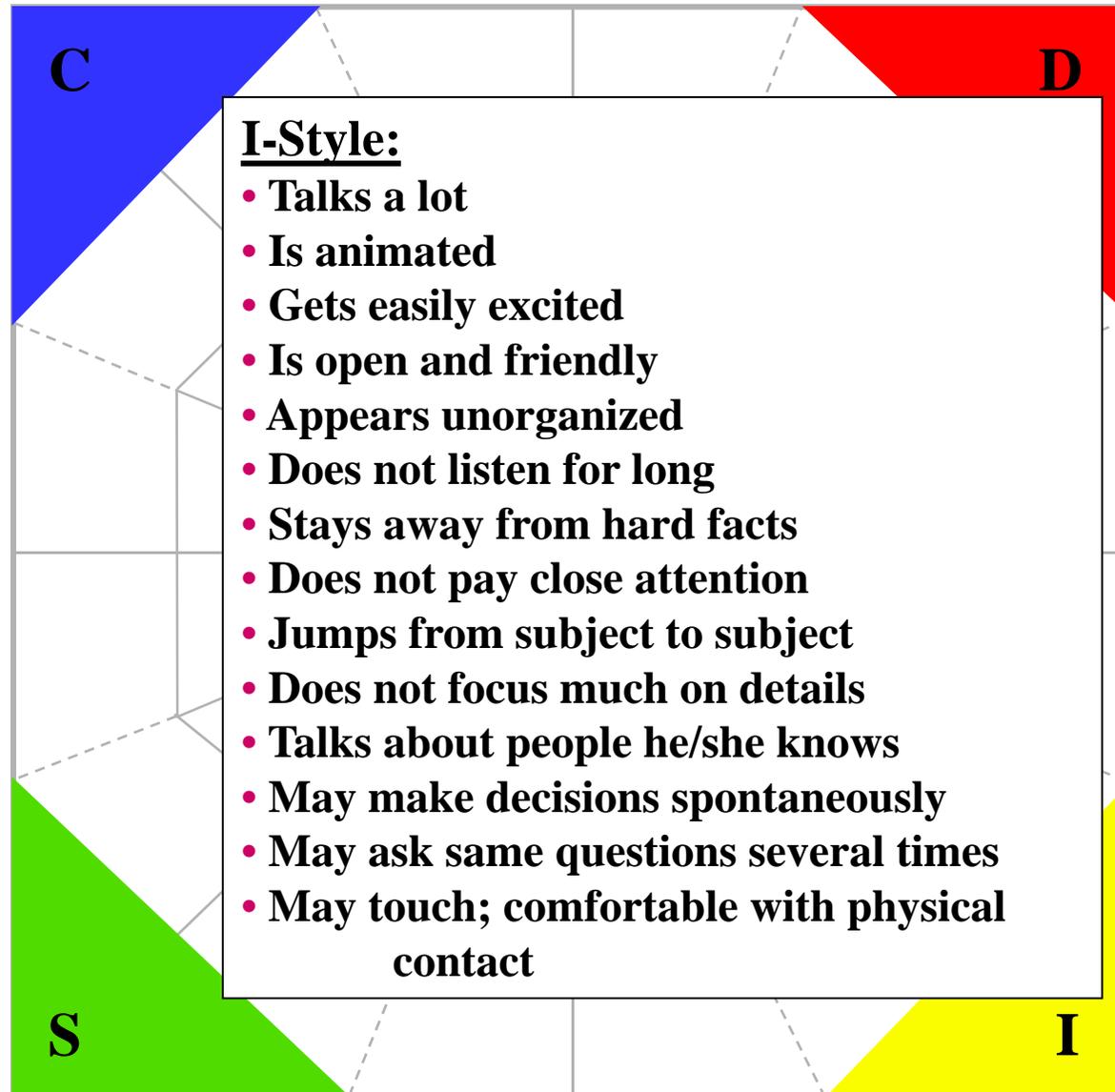
Bold print demonstrates what we easily say to this type of person. The smaller print demonstrates the attitude toward the situation by this type of person.

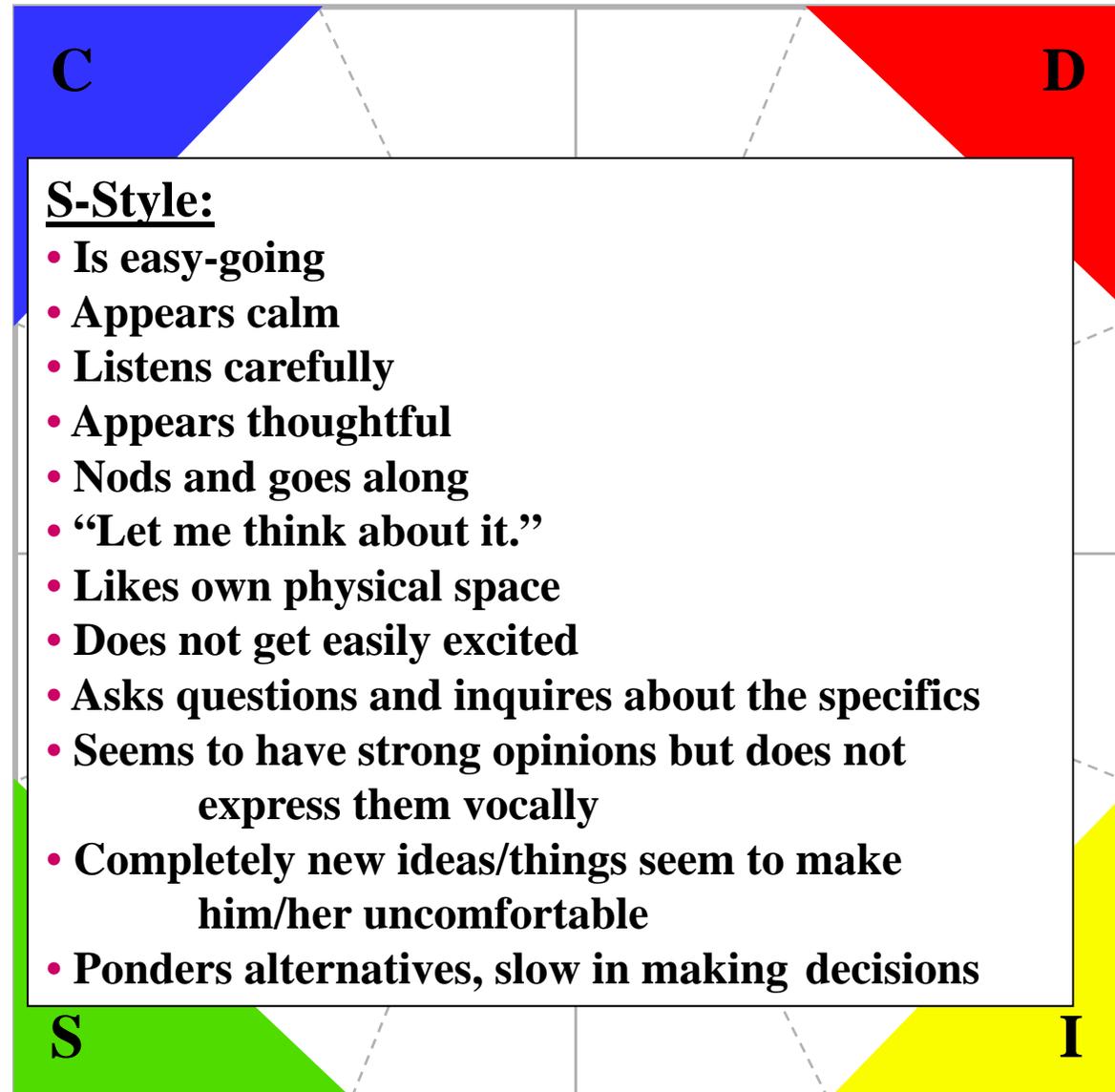
Frustrating Others





How to Identify Styles – I-style



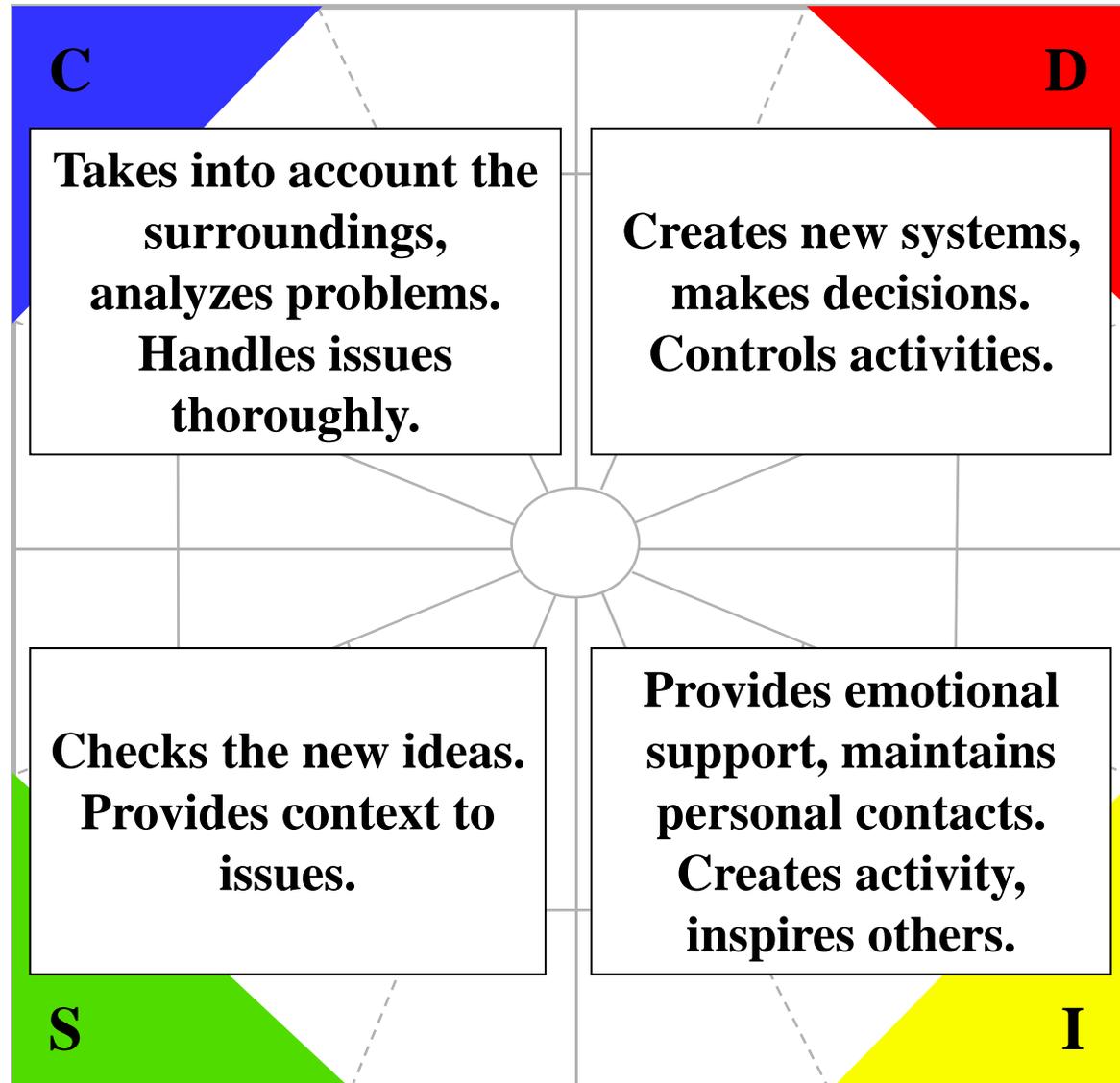


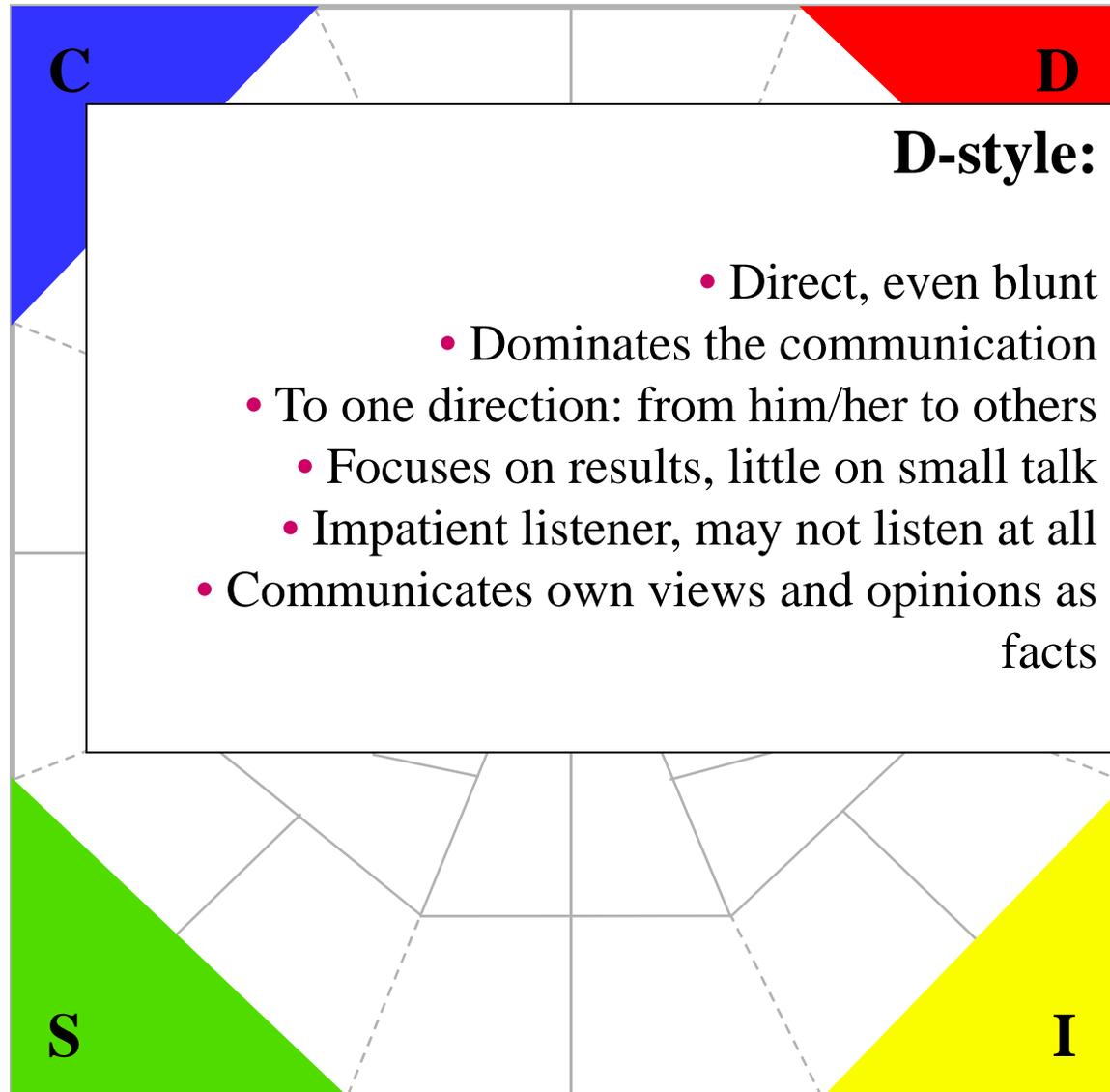
C**D****C-Style:**

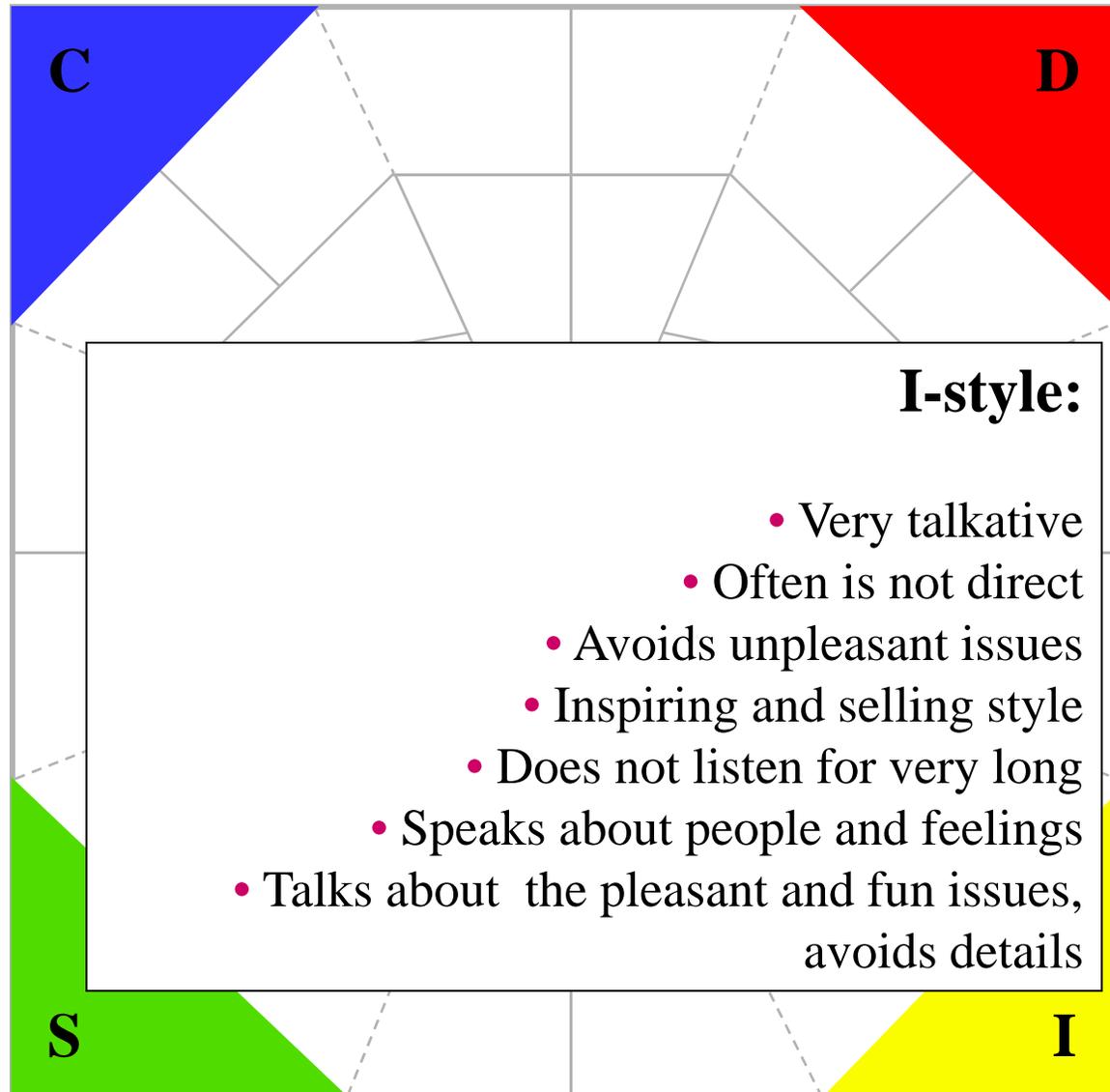
- **Is quiet**
- **Focuses on details**
- **Proceeds cautiously**
- **Asks many questions**
- **Not comfortable with physical contact**
- **Appears reserved and somewhat timid**
- **Doesn't easily express disagreeing views**
- **May have done homework on the products/services**
- **Studies specifications and other information carefully**
- **Makes decision only after studying pertinent facts/issues**
- **May be very critical; criticism based on facts, not opinions**

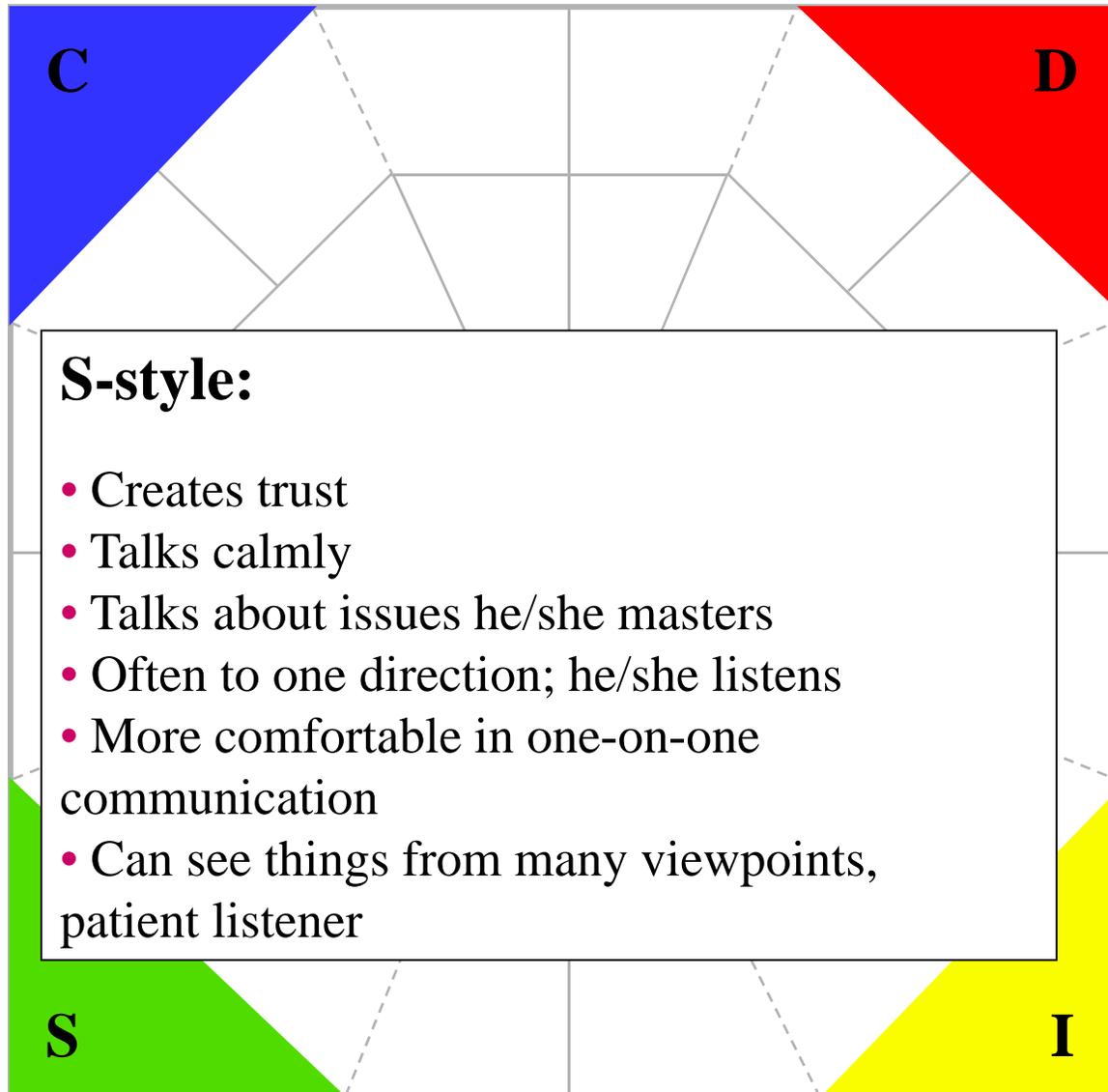
S**I**

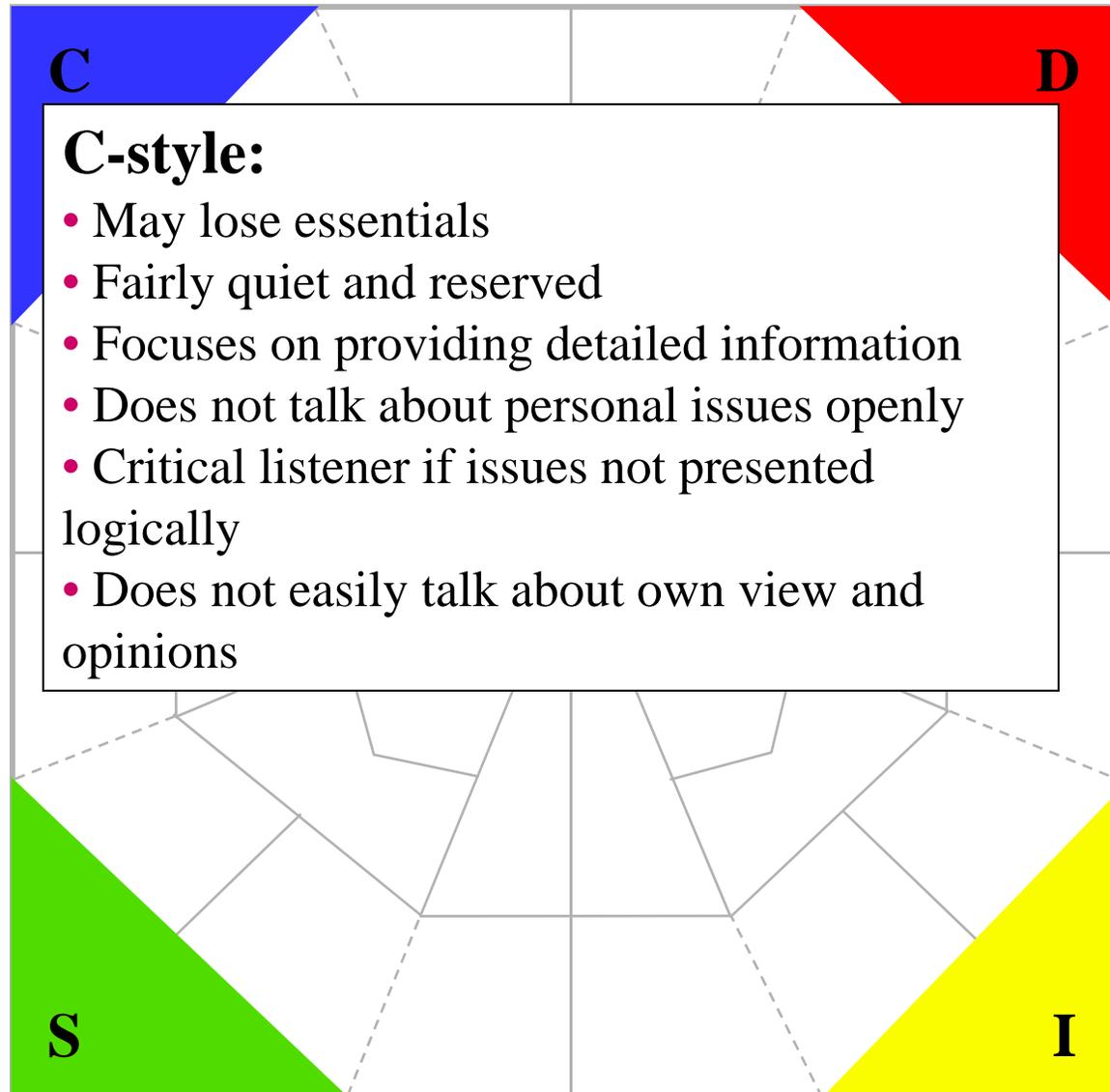
Behavioral Styles in Teams



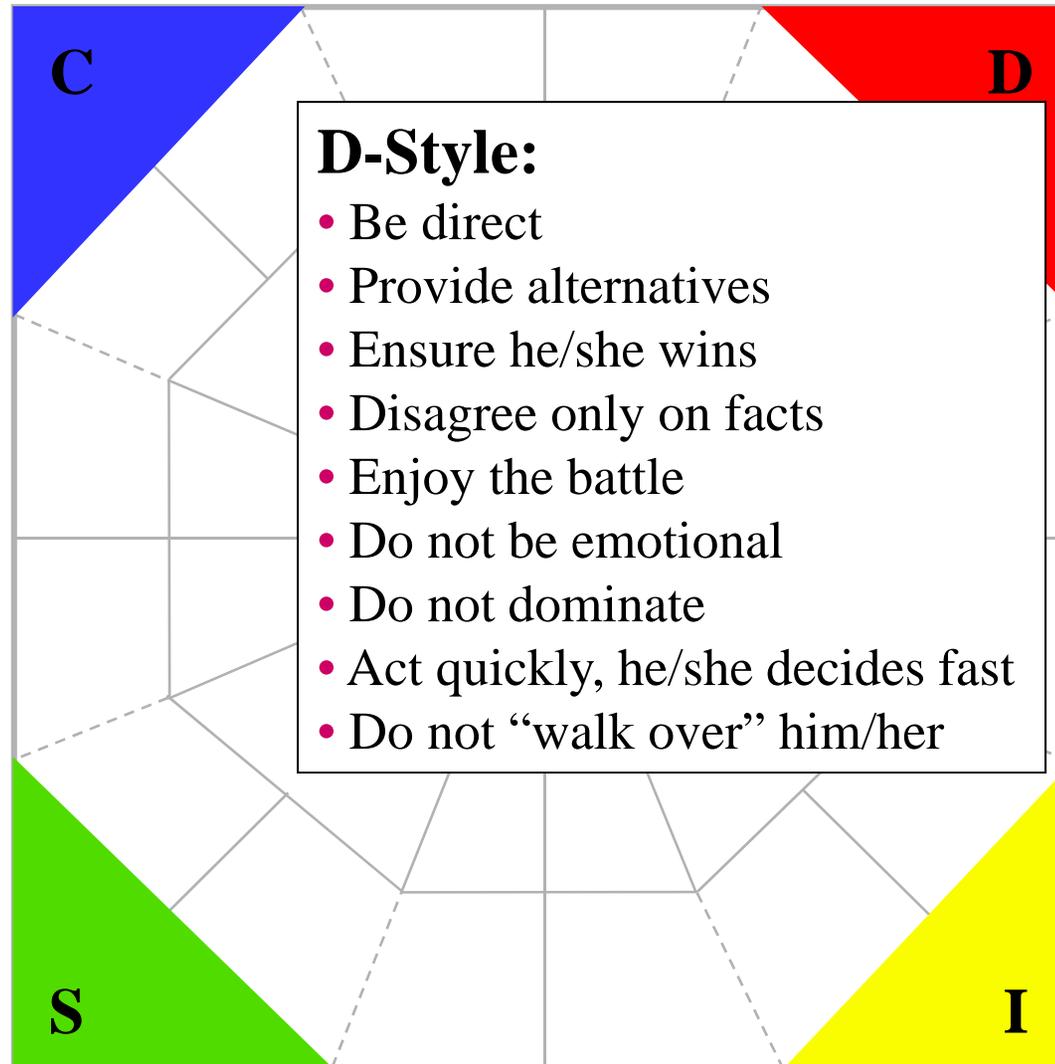




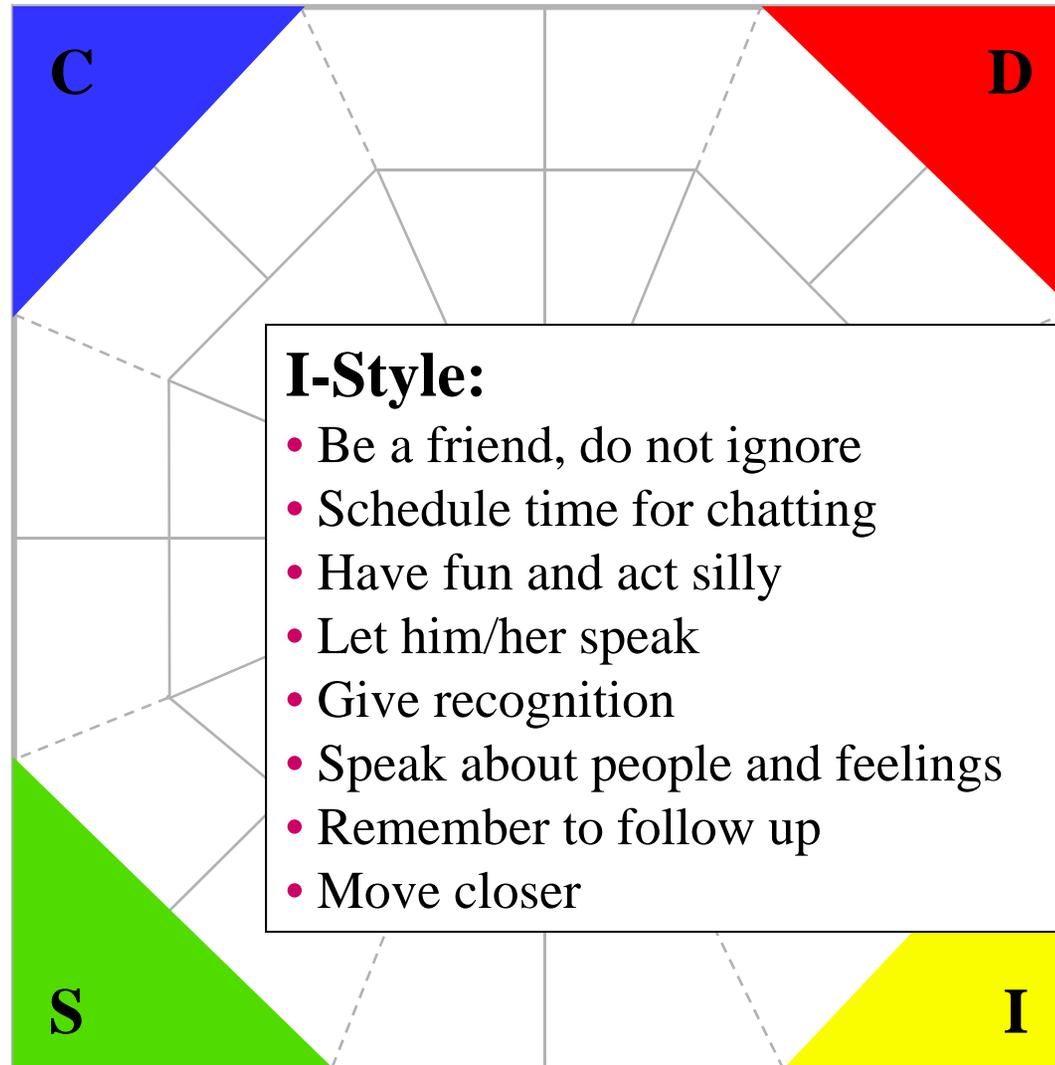




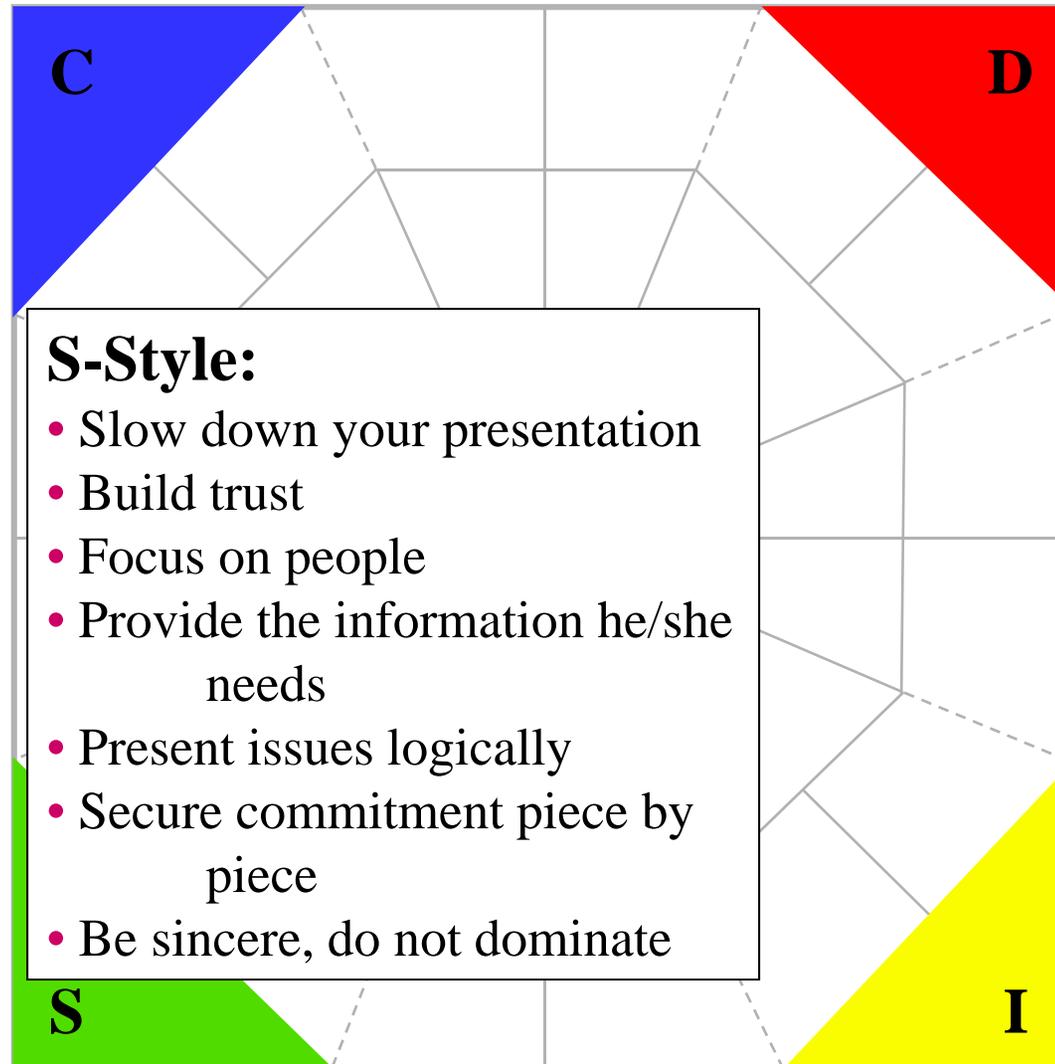
Remember when Communicating with:



Remember when Communicating with:



Remember when Communicating with:

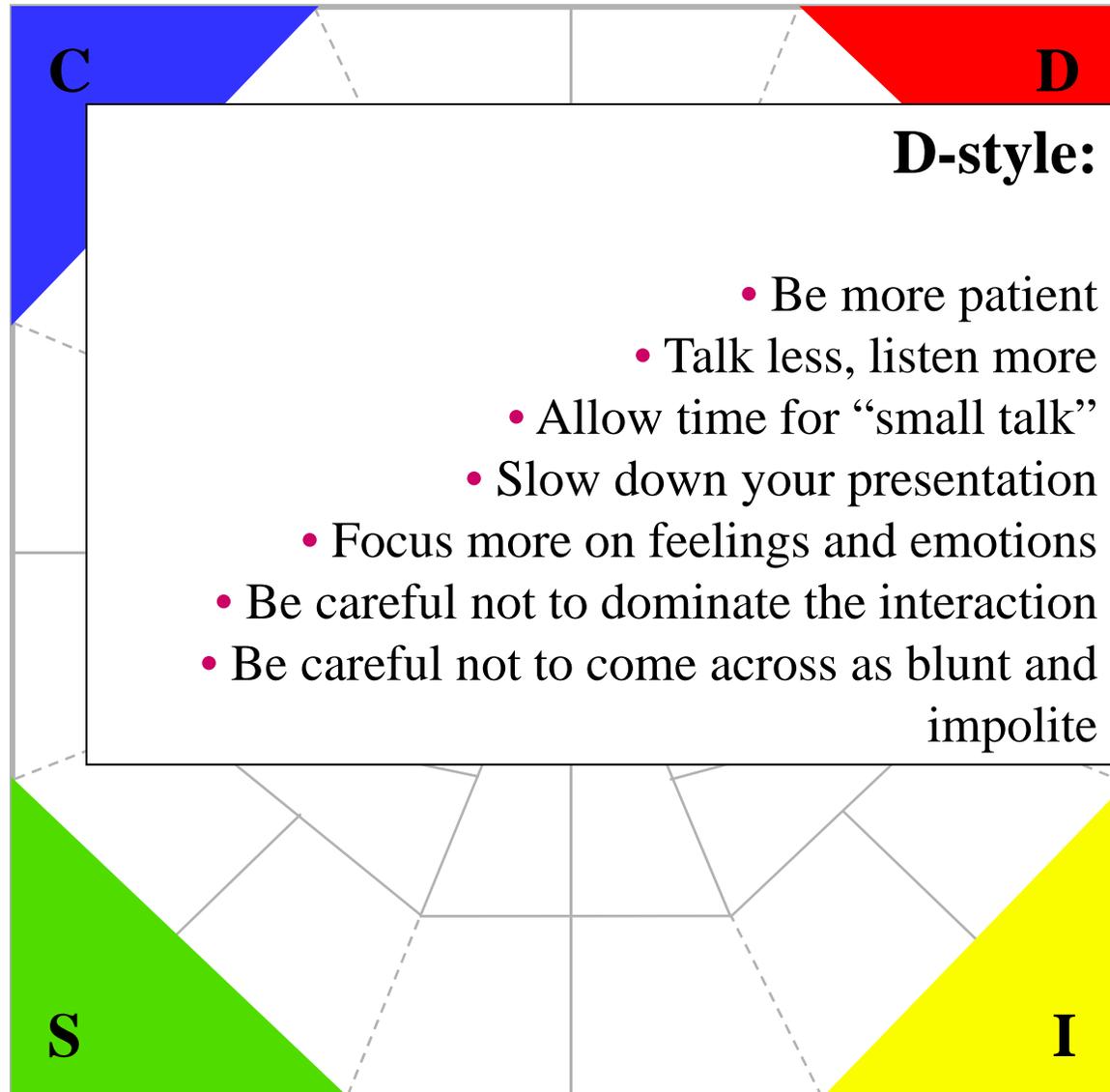


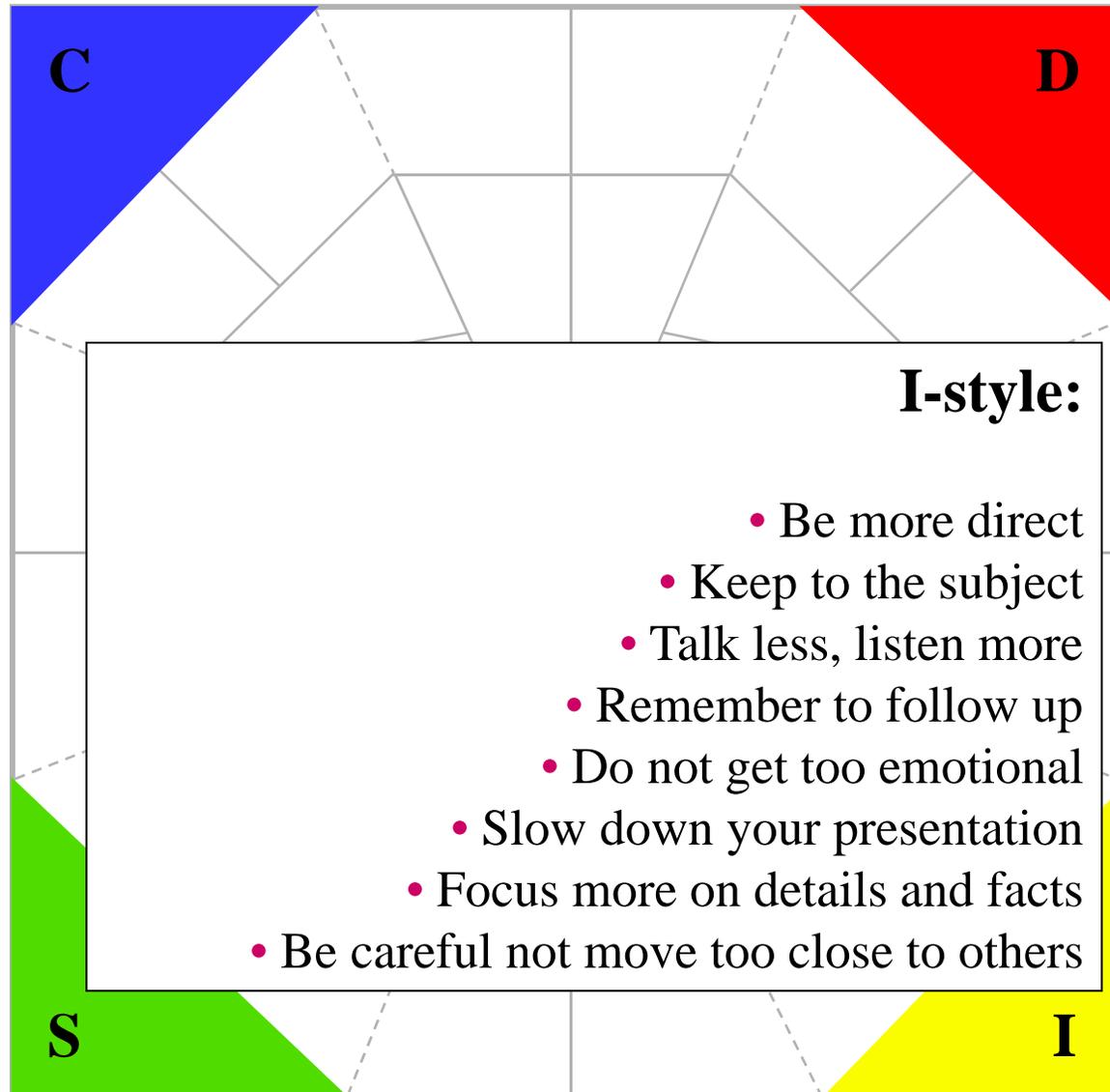
Remember when Communicating with:

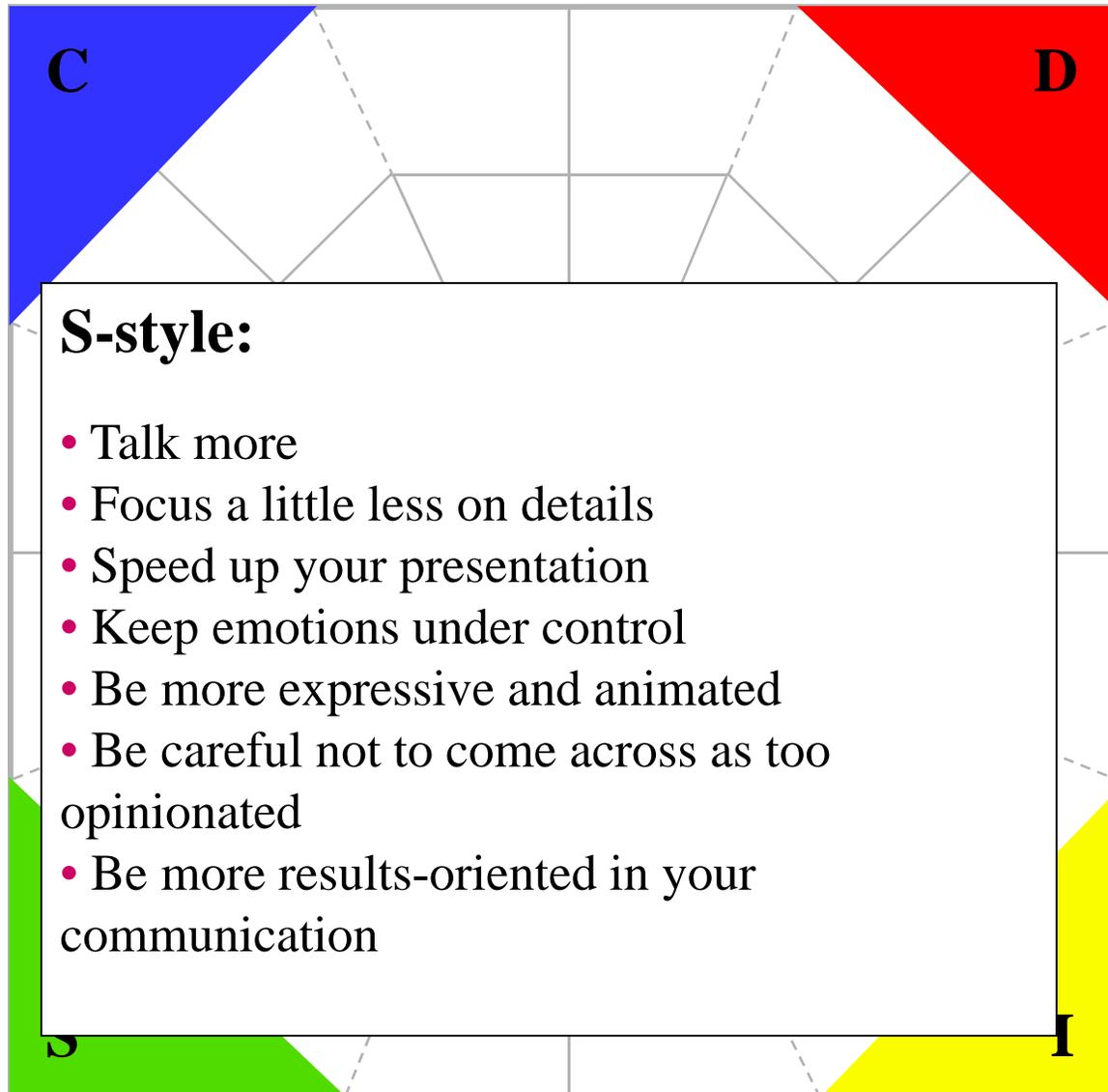
C**D****C-Style:**

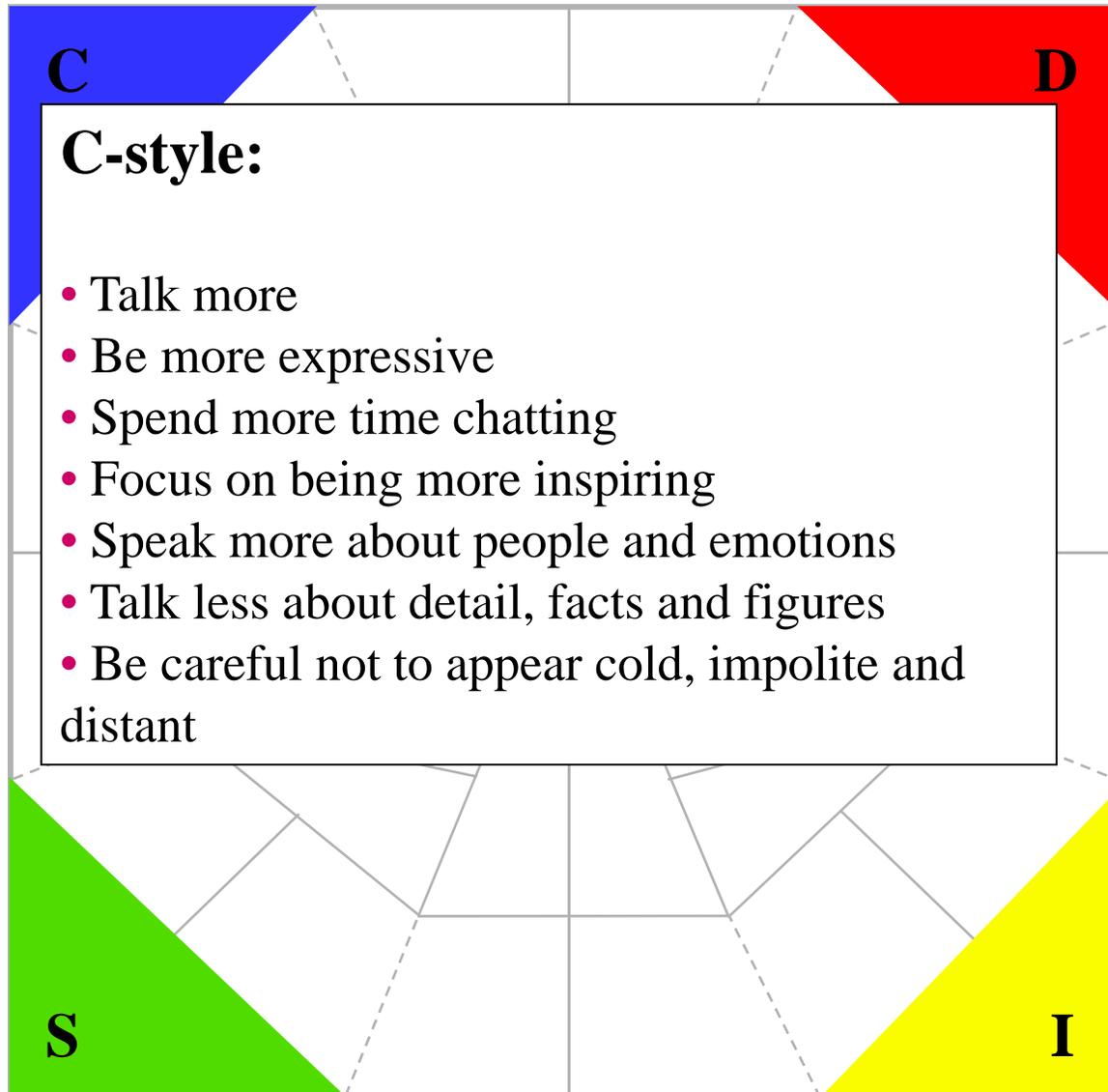
- Provide facts
- Do not touch
- Be patient, slow down
- Give plenty of detailed information
- Control your own activity
- Do not talk about personal issues
- Do not pressure
- Focus on issues

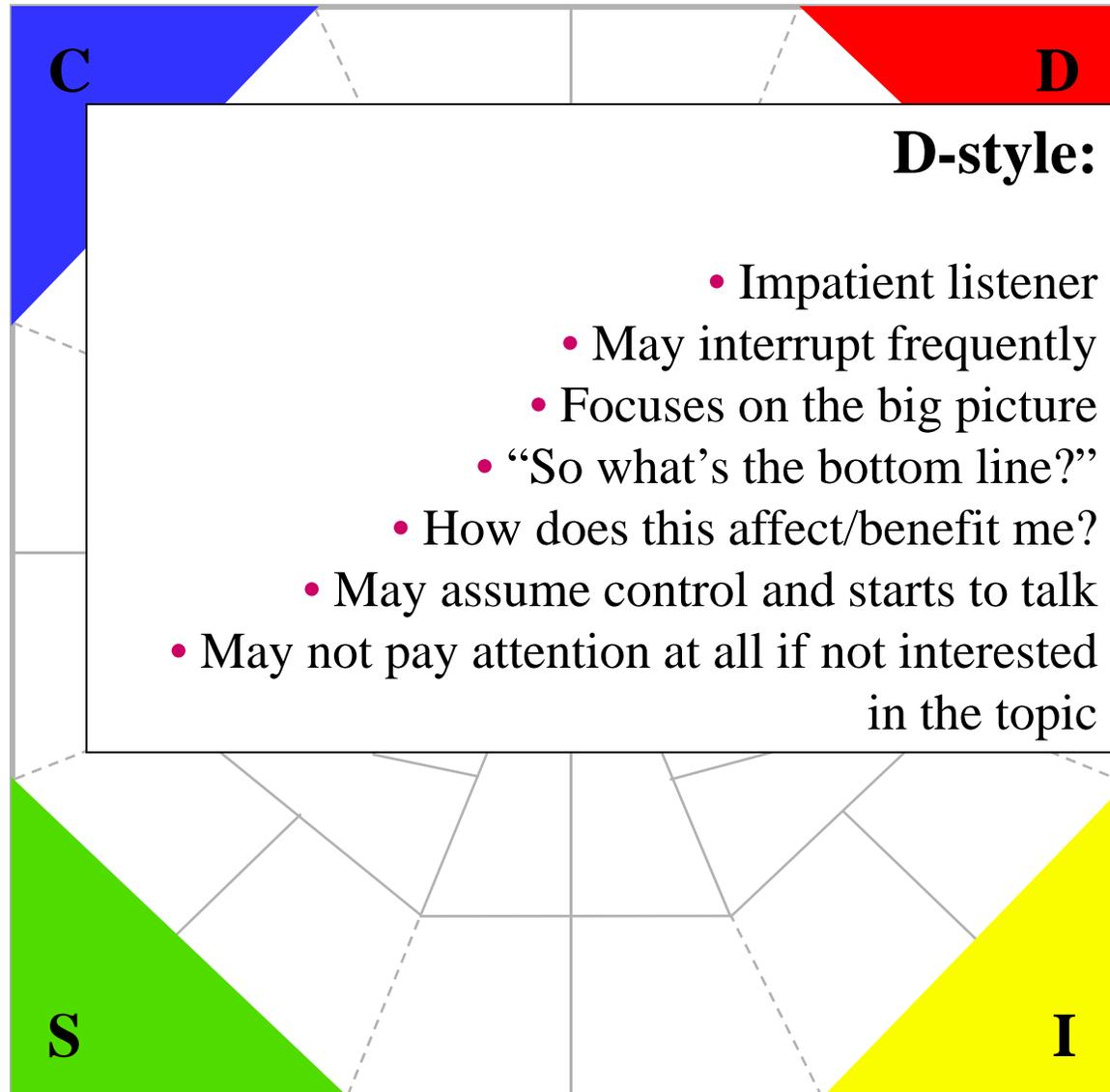
S**I**

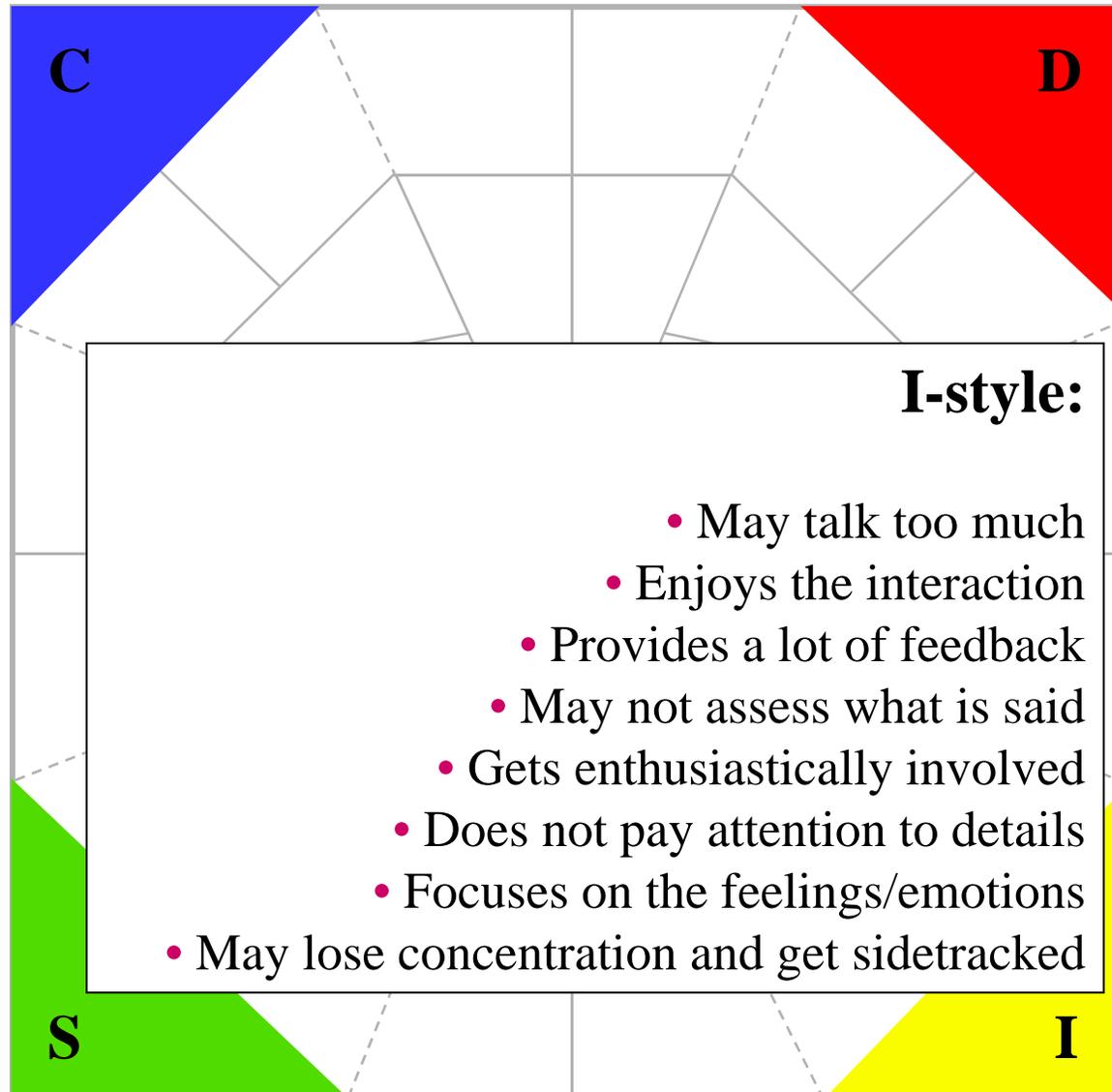


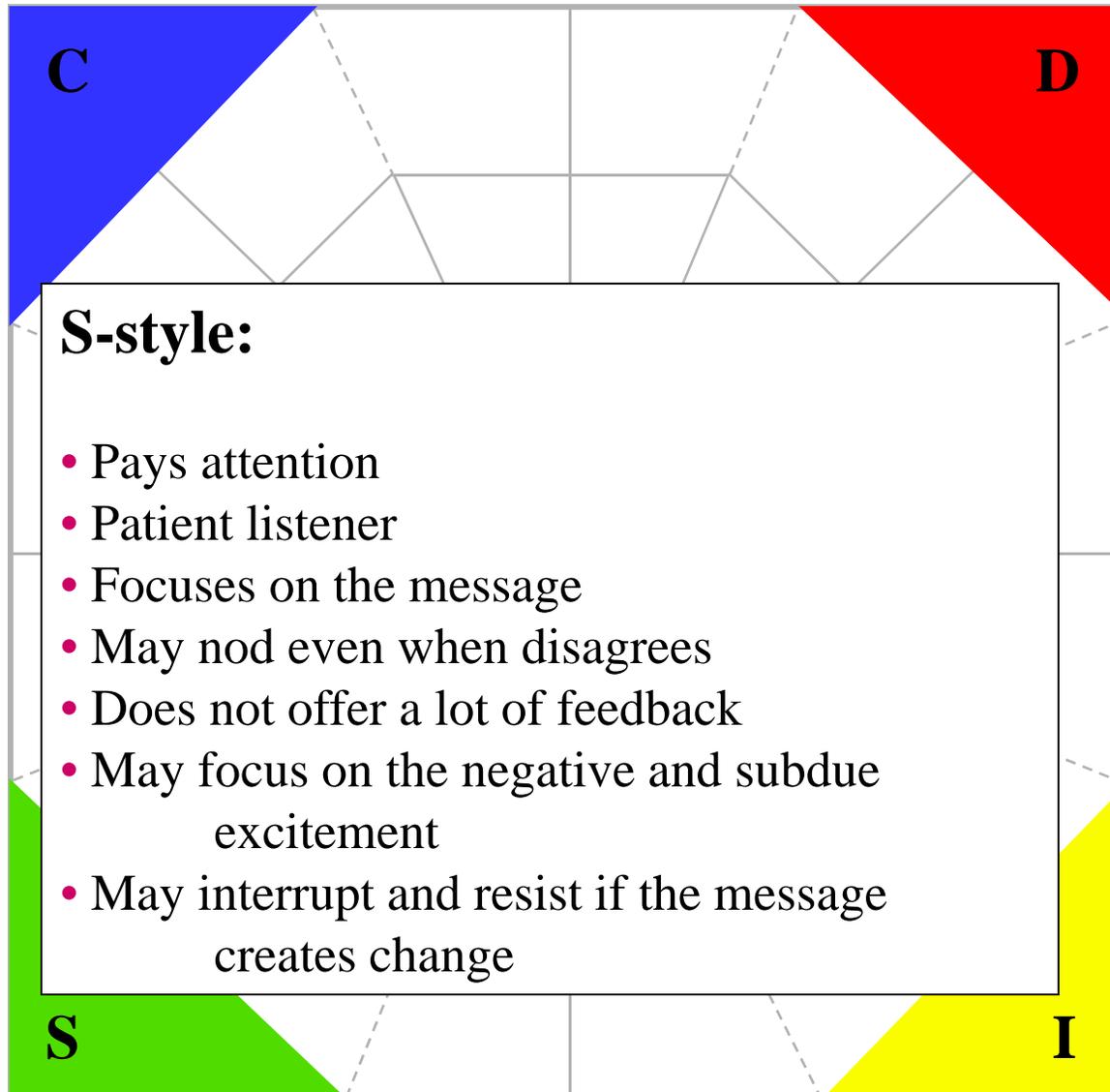


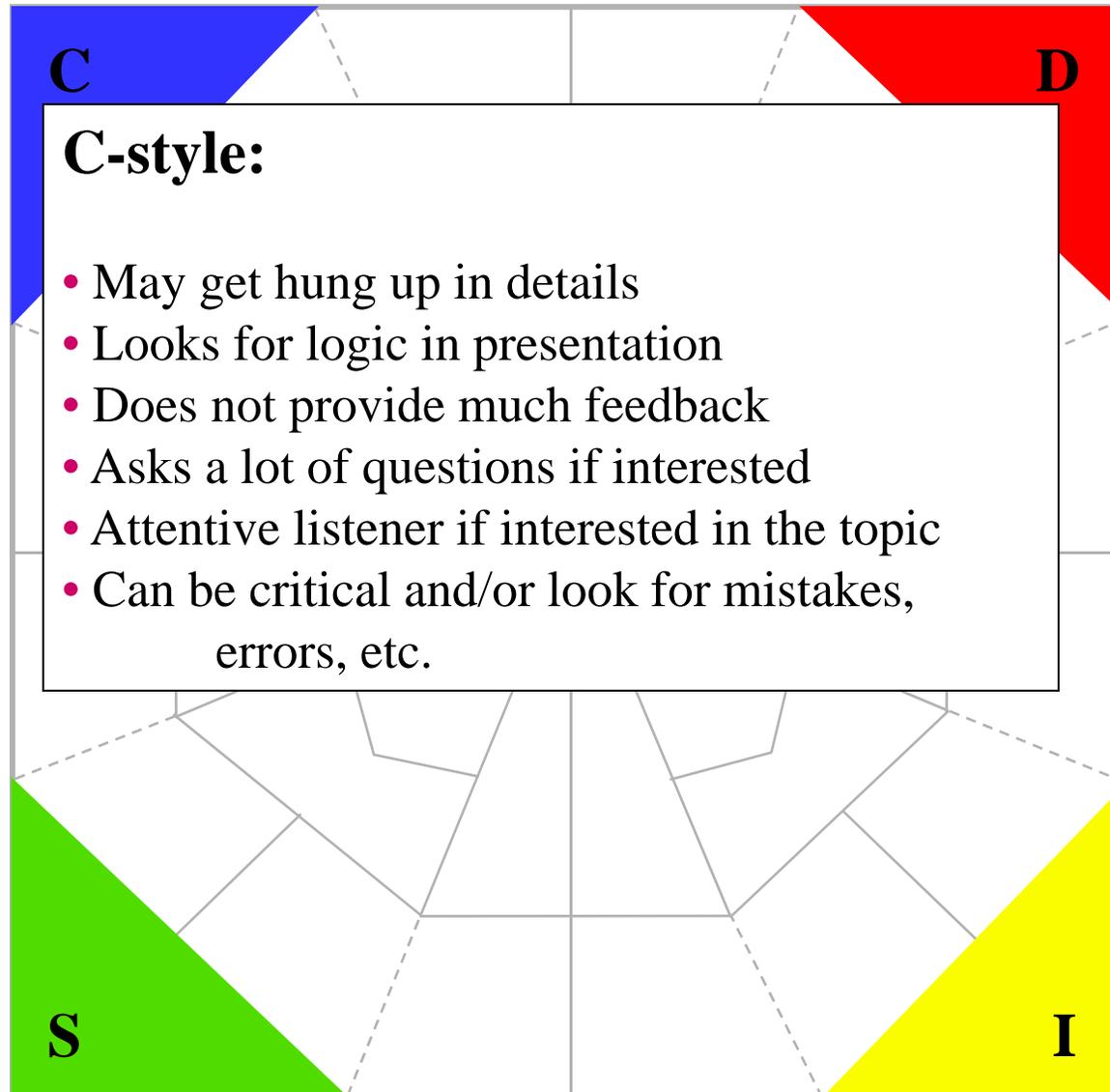




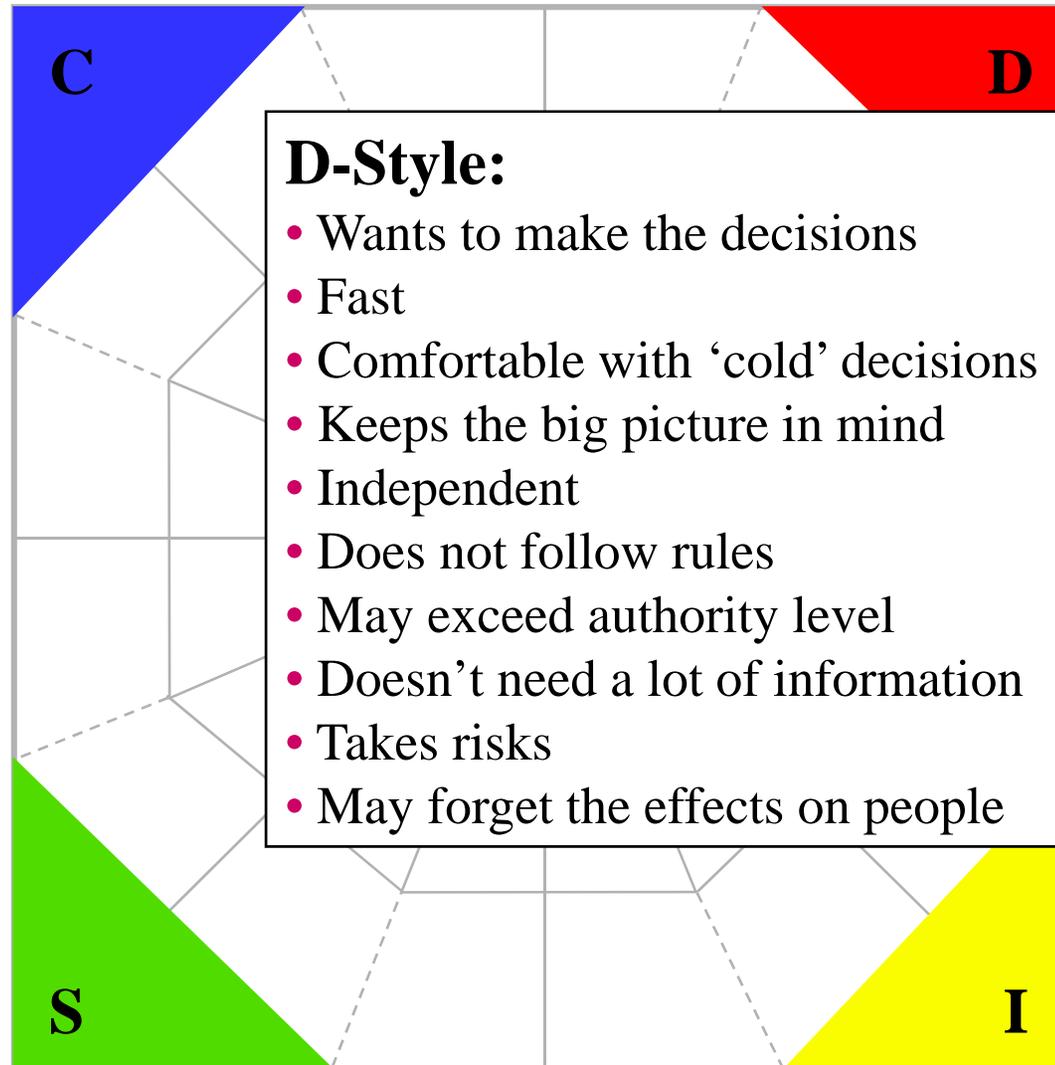




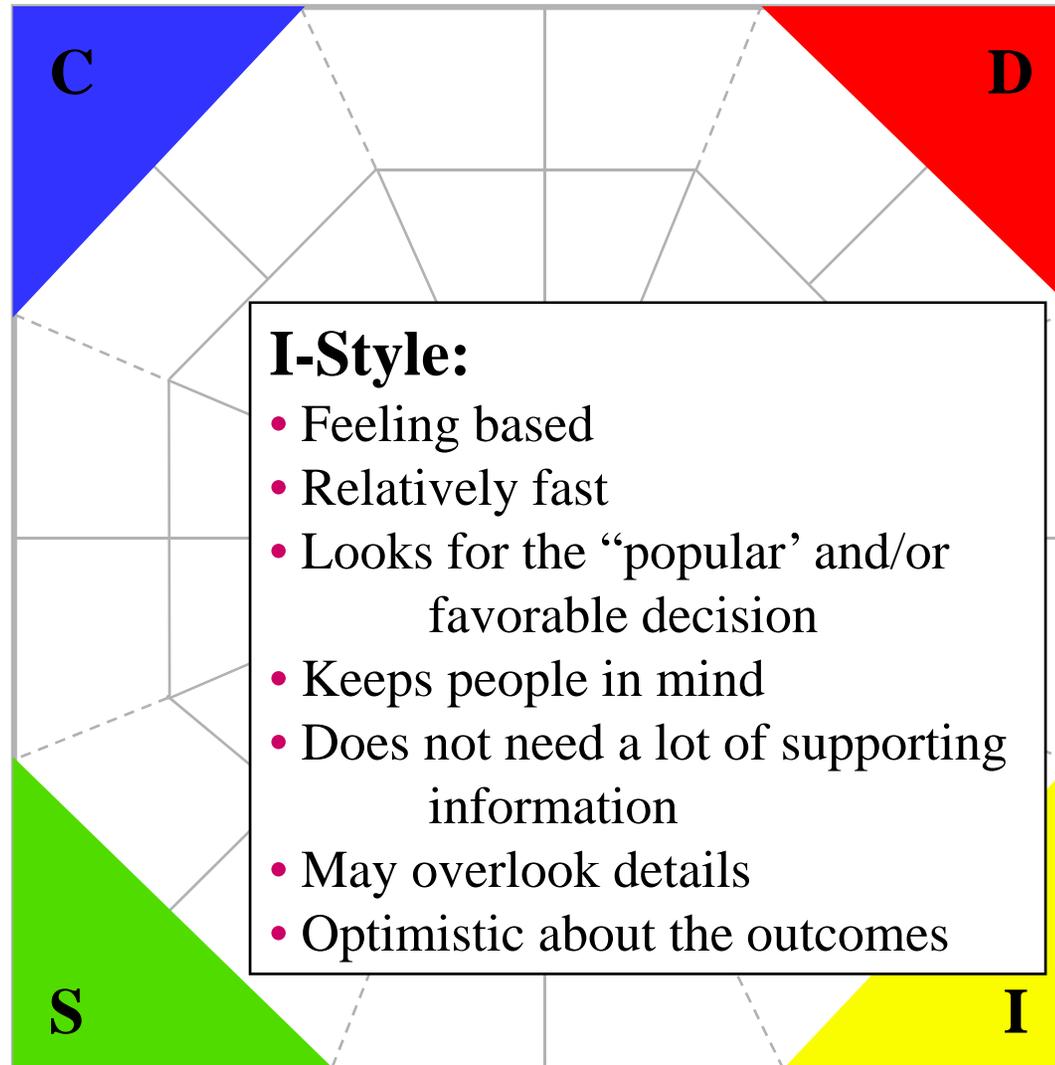


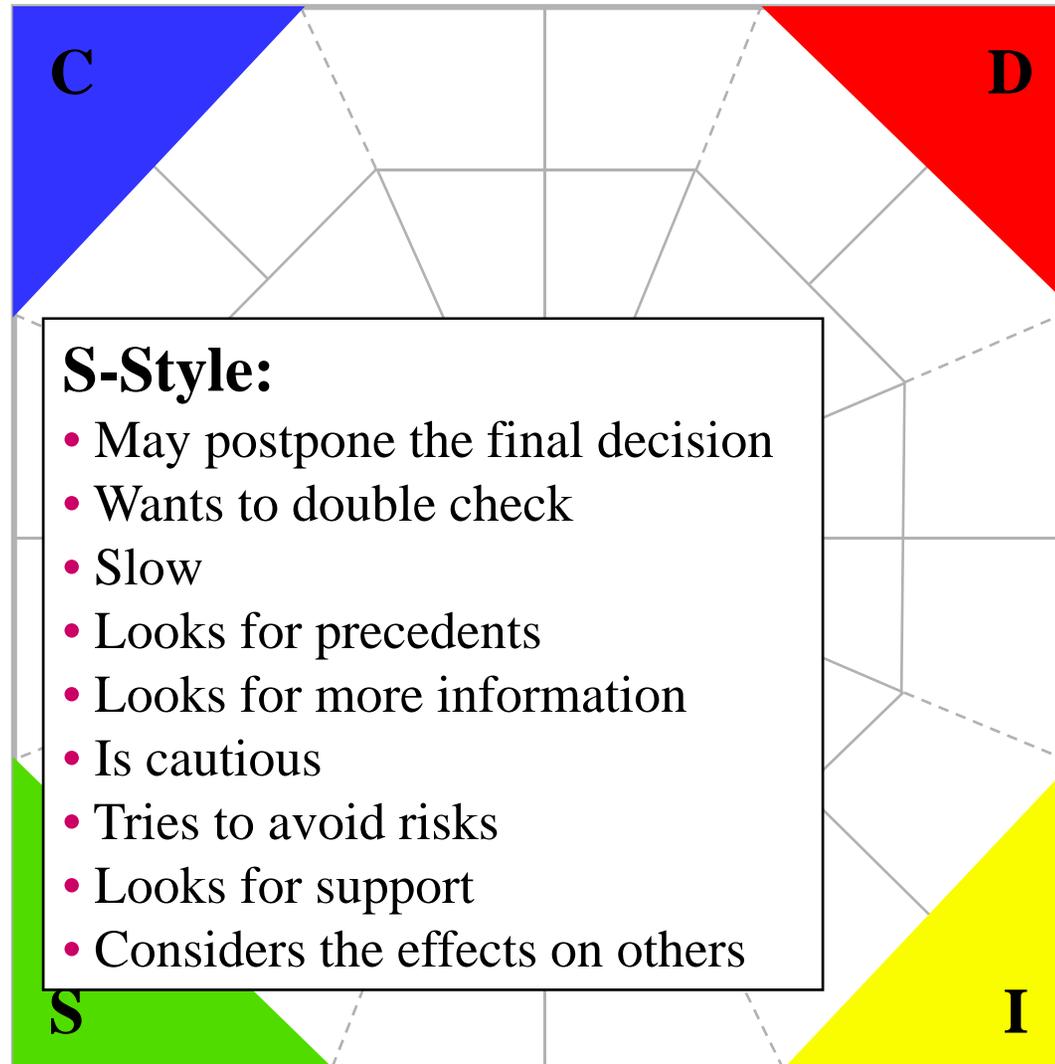


Decision-Making and Styles

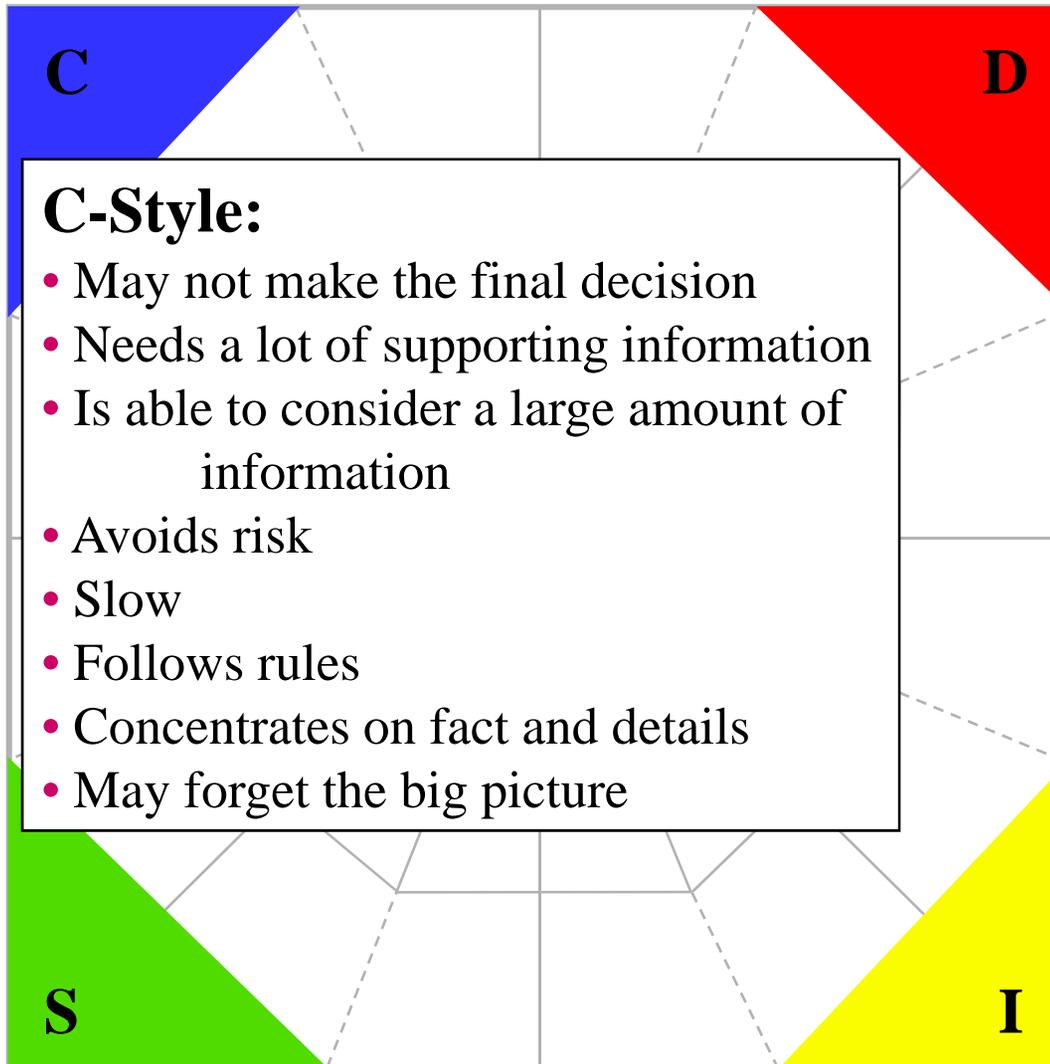


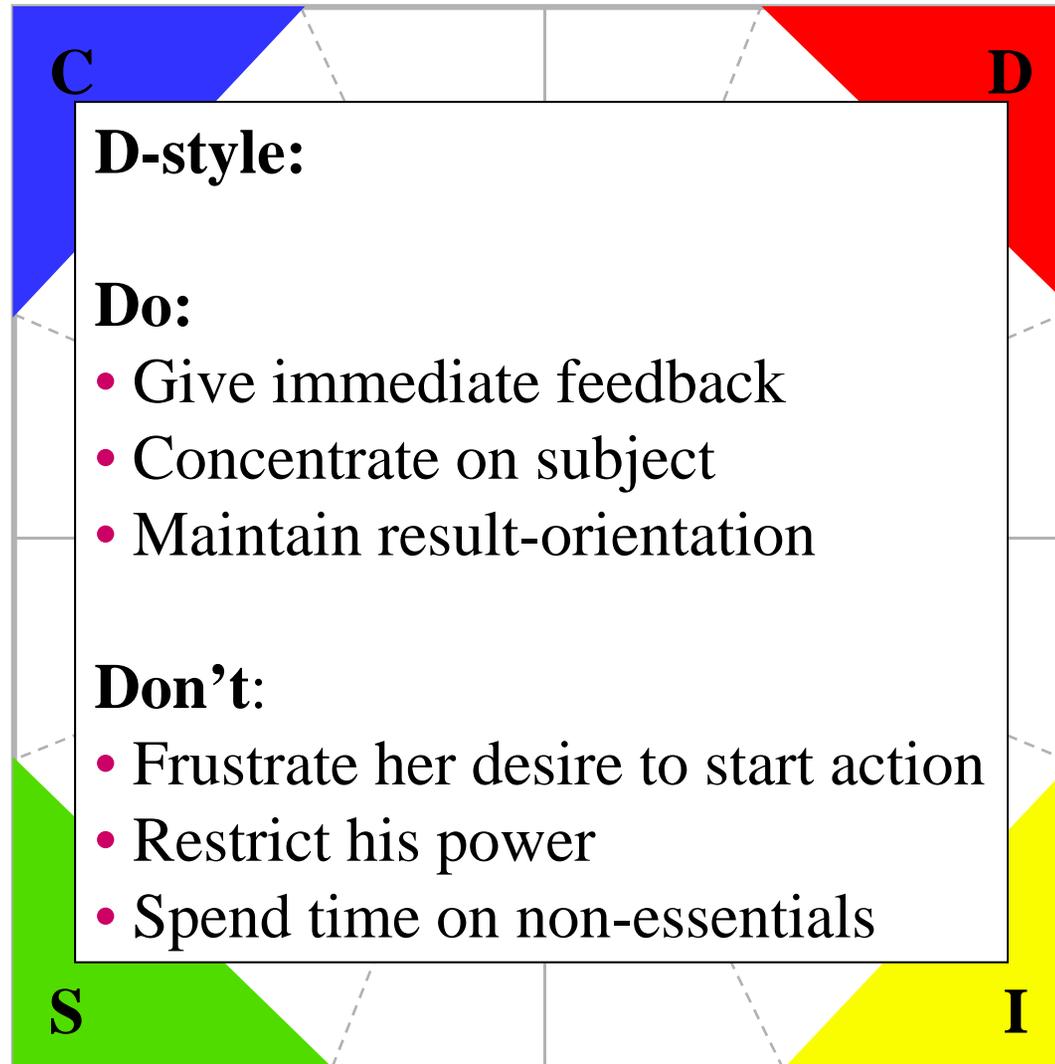
Decision-Making and Styles





Decision-Making and Styles





C**D****I-style:****Do:**

- Be responsive and listen
- Give assurance
- Be optimistic
- Be with him/her all the time

Don't:

- Set unnecessary restrictions
- Put down his/her enthusiasm
- React negatively

S**I**

How To Motivate Different Styles

C

D

S-style:

Do:

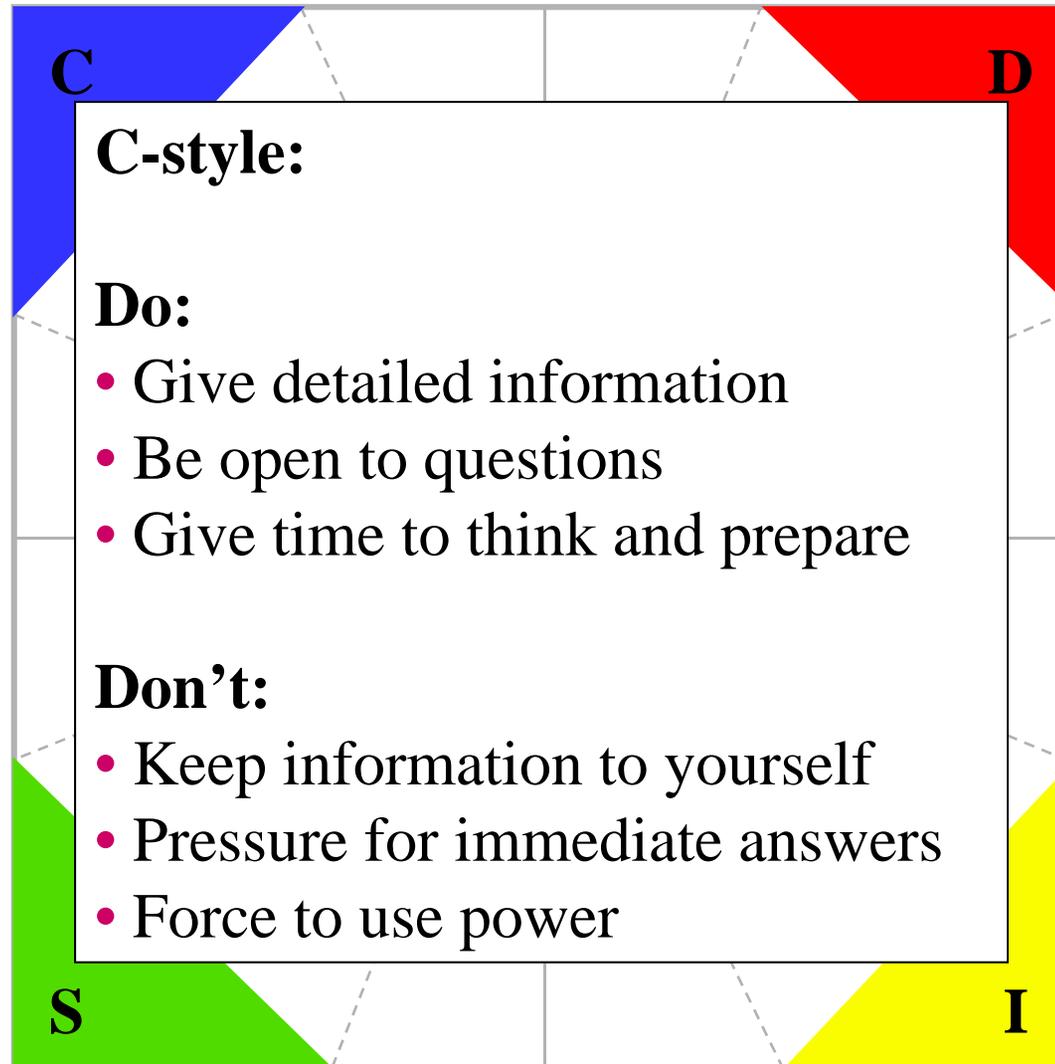
- Give organized feedback
- Give supporting material
- Let him/her finish his/her work
- Maintain continuity

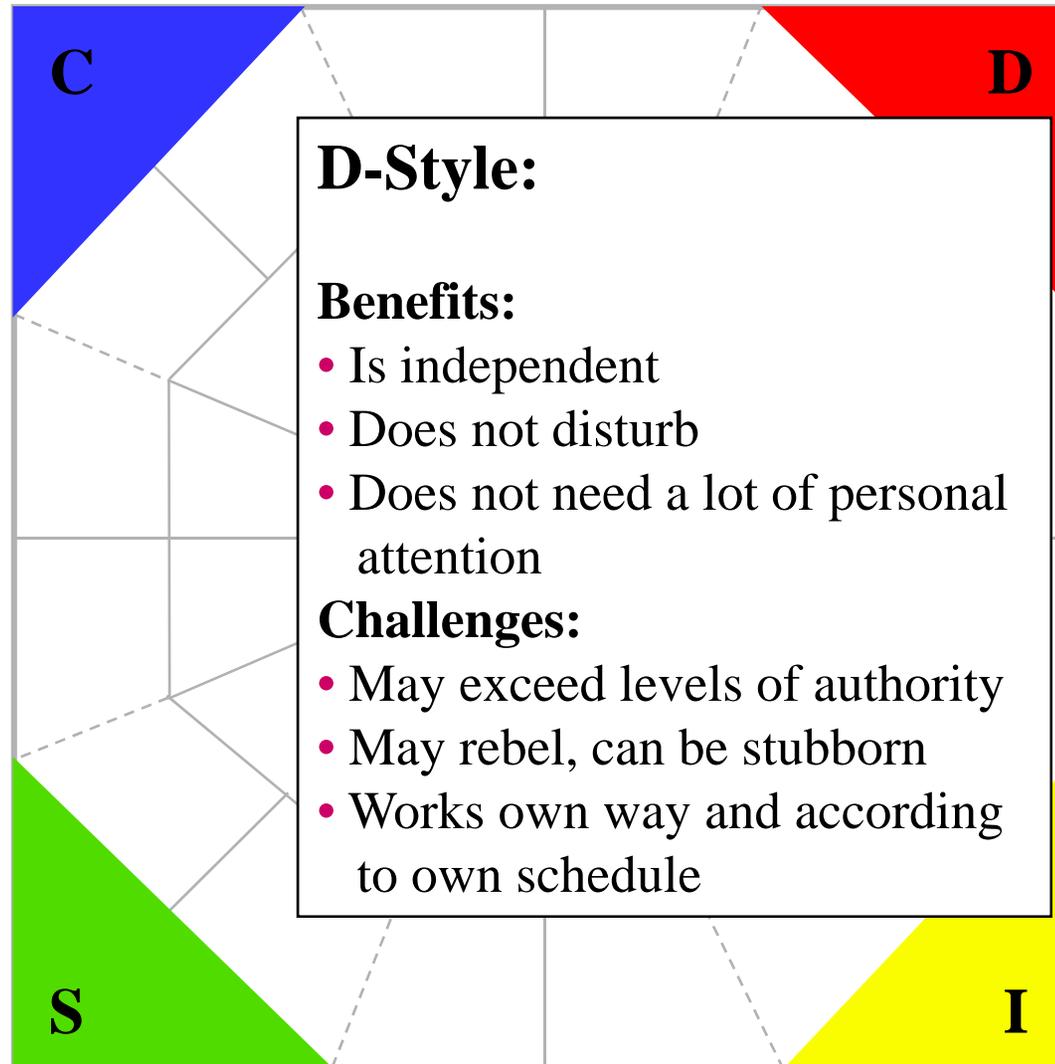
Don't:

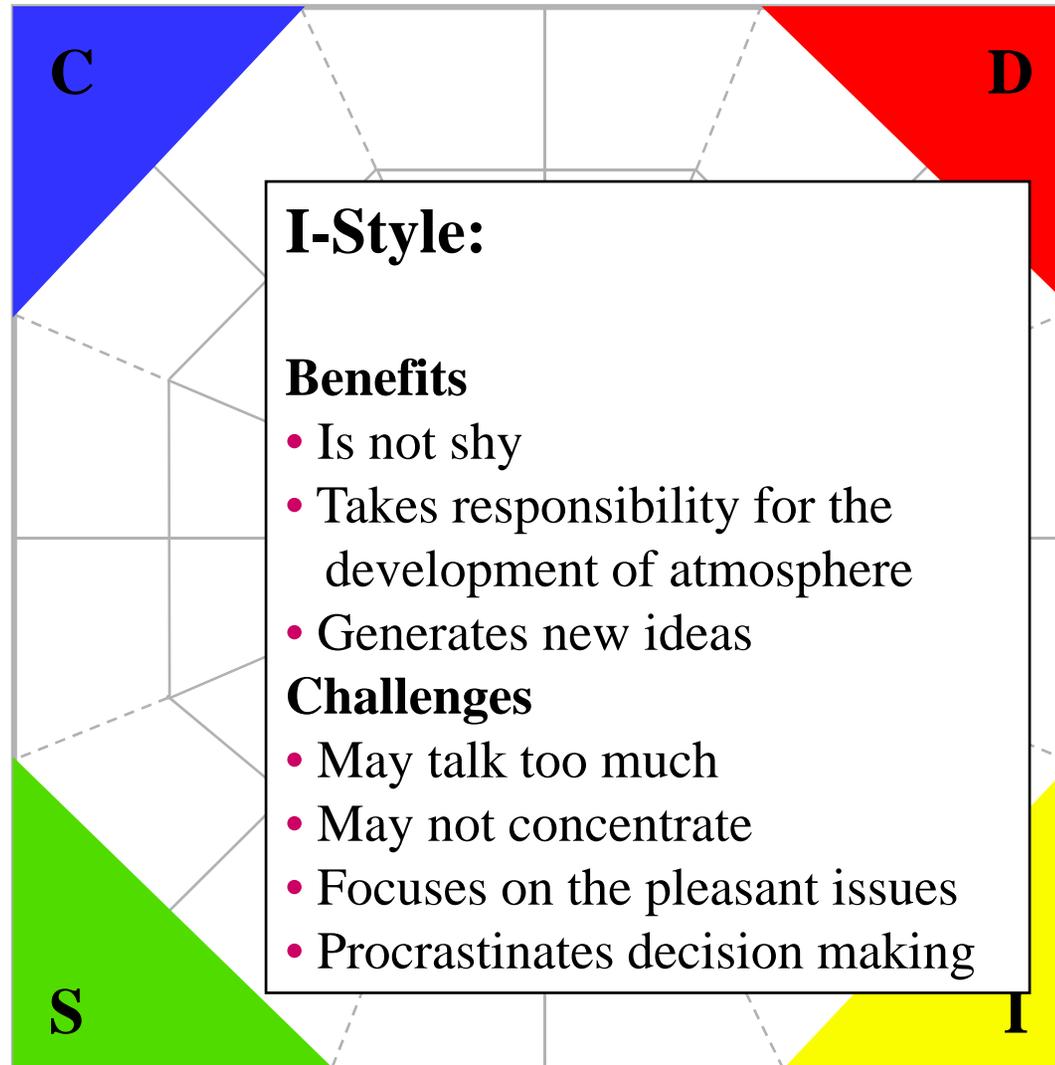
- Be restless
- Make sudden changes
- Work against what was agreed

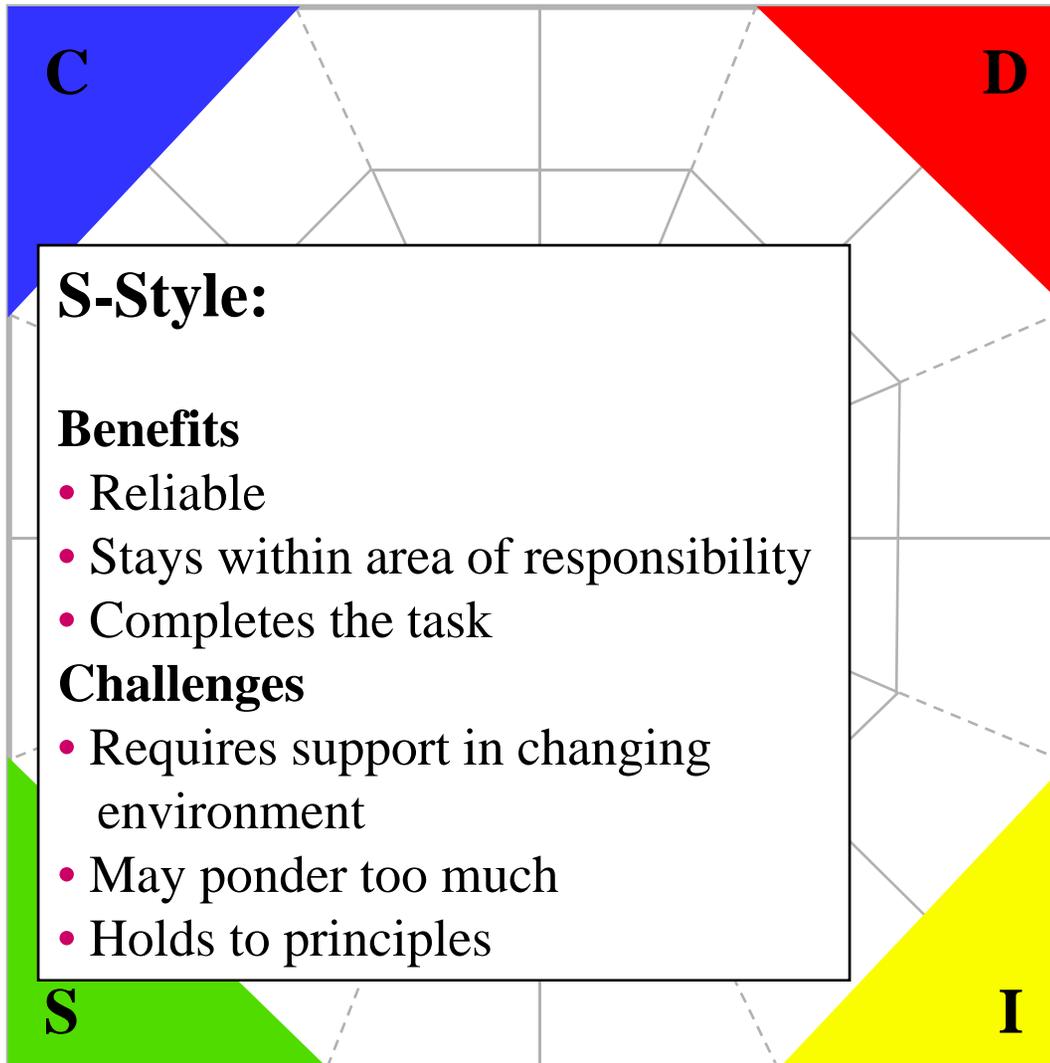
S

I









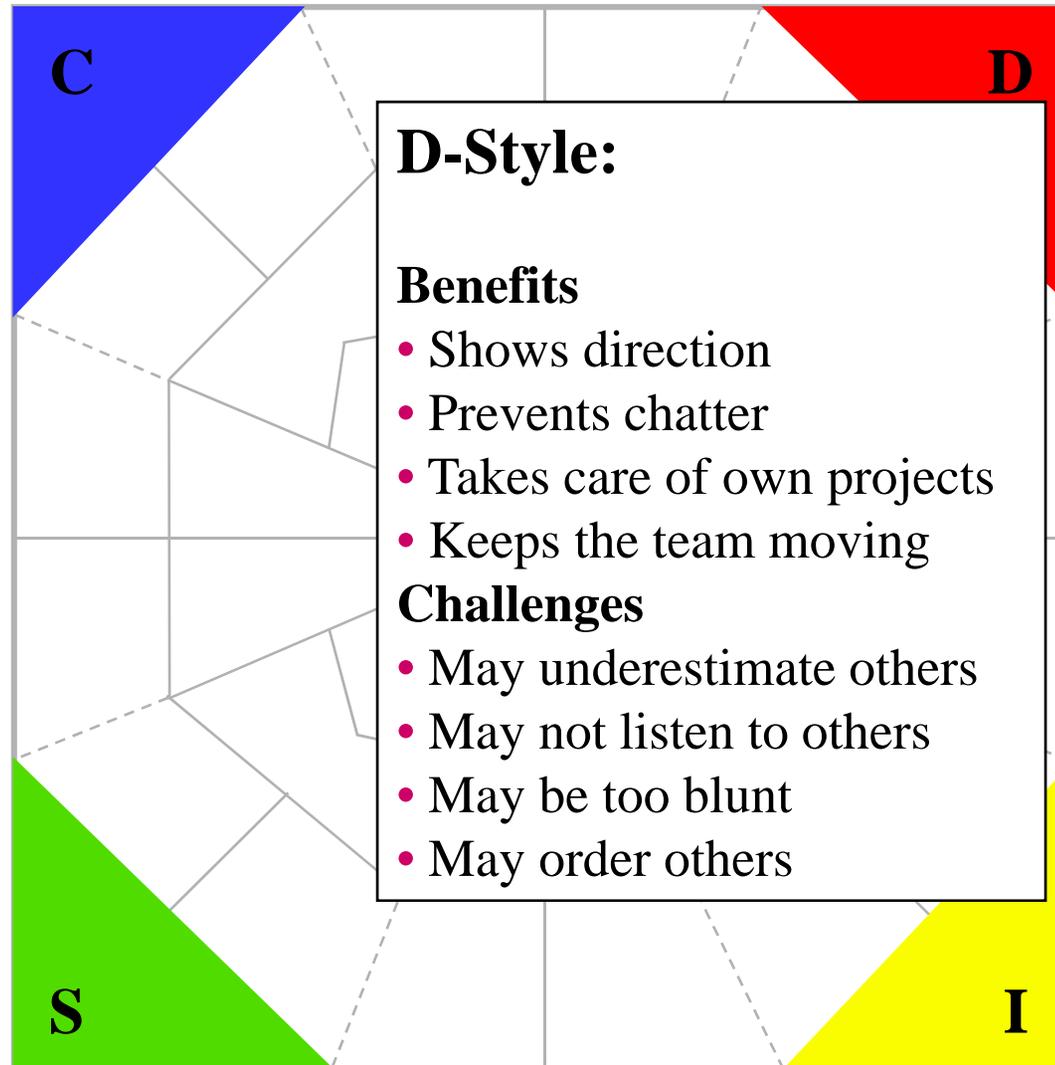
C**D****C-Style:****Benefits**

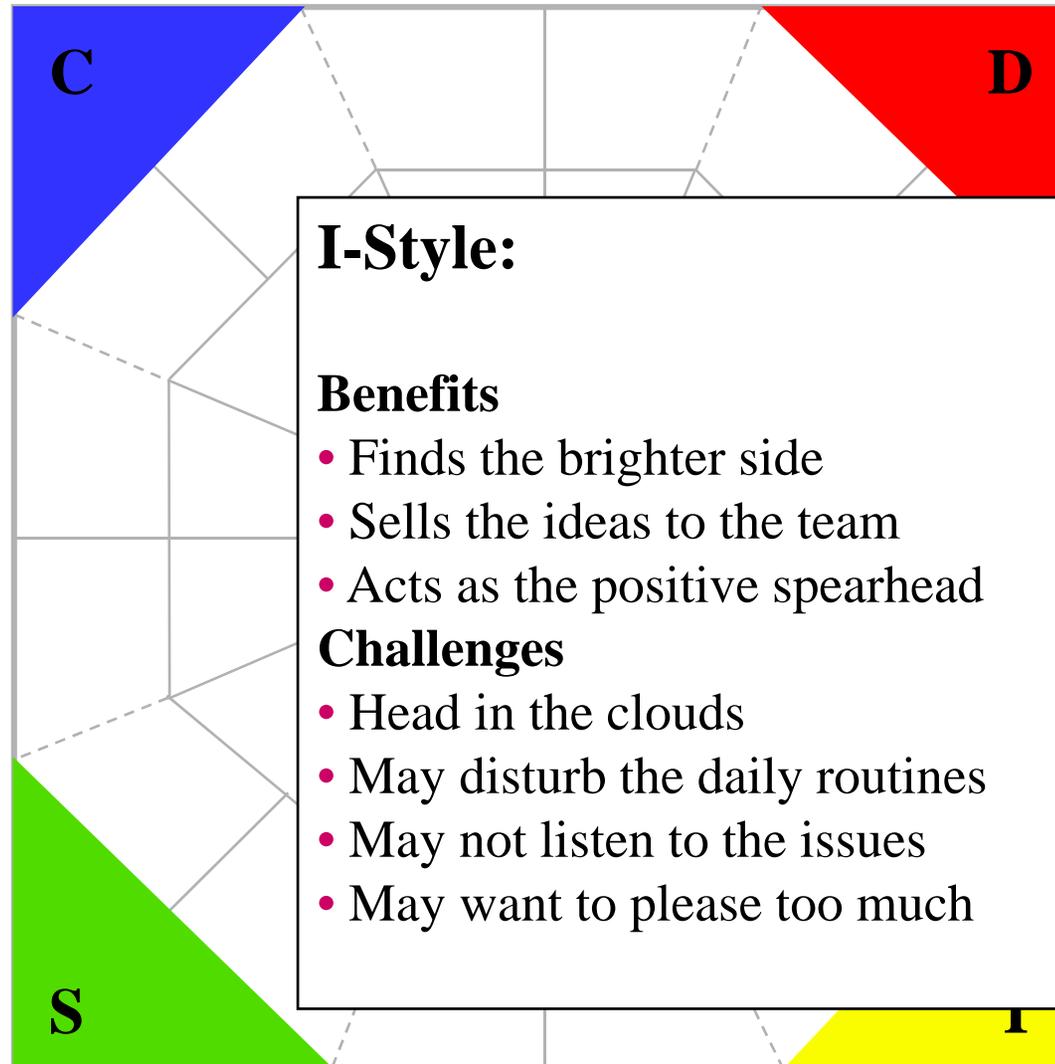
- Ensures the correctness of instructions
- Asks when does not know
- Can analyze

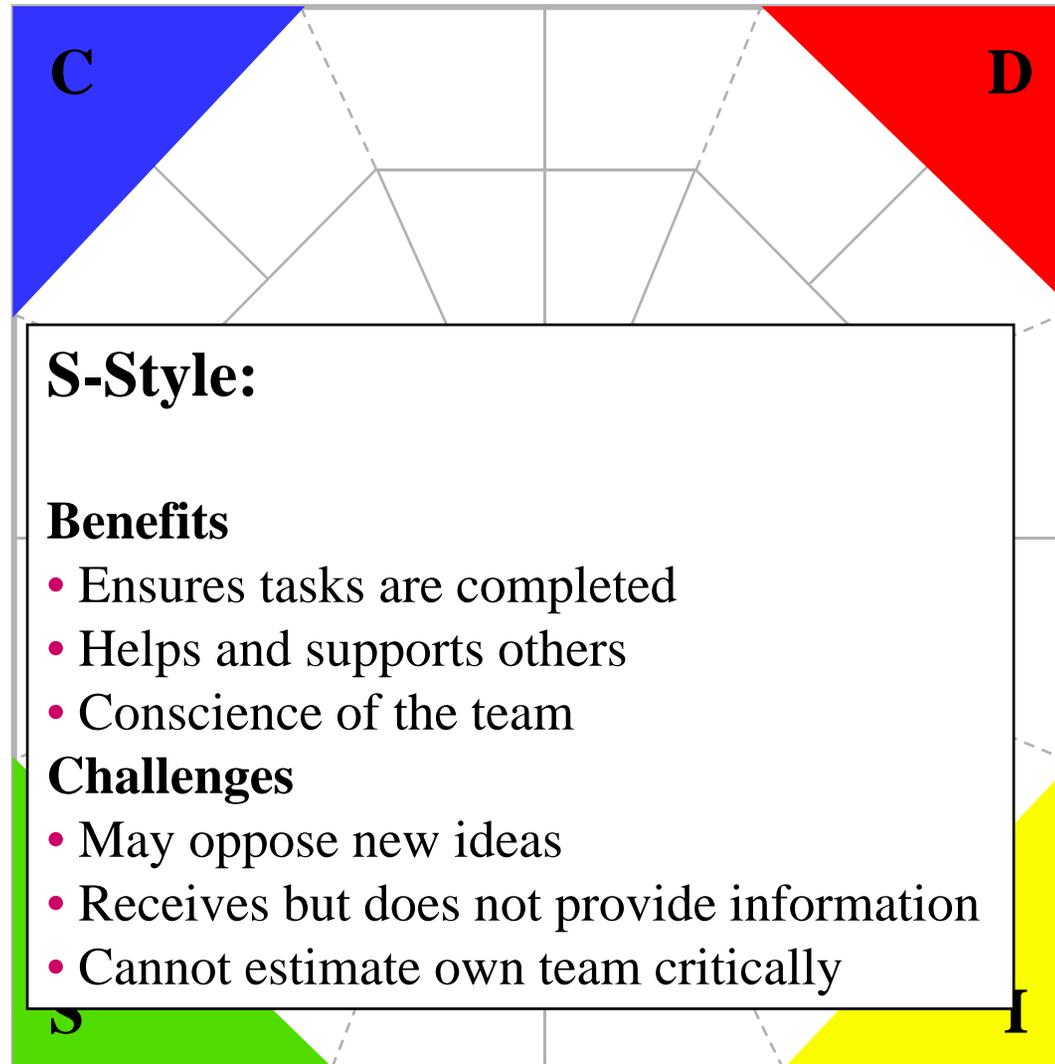
Challenges

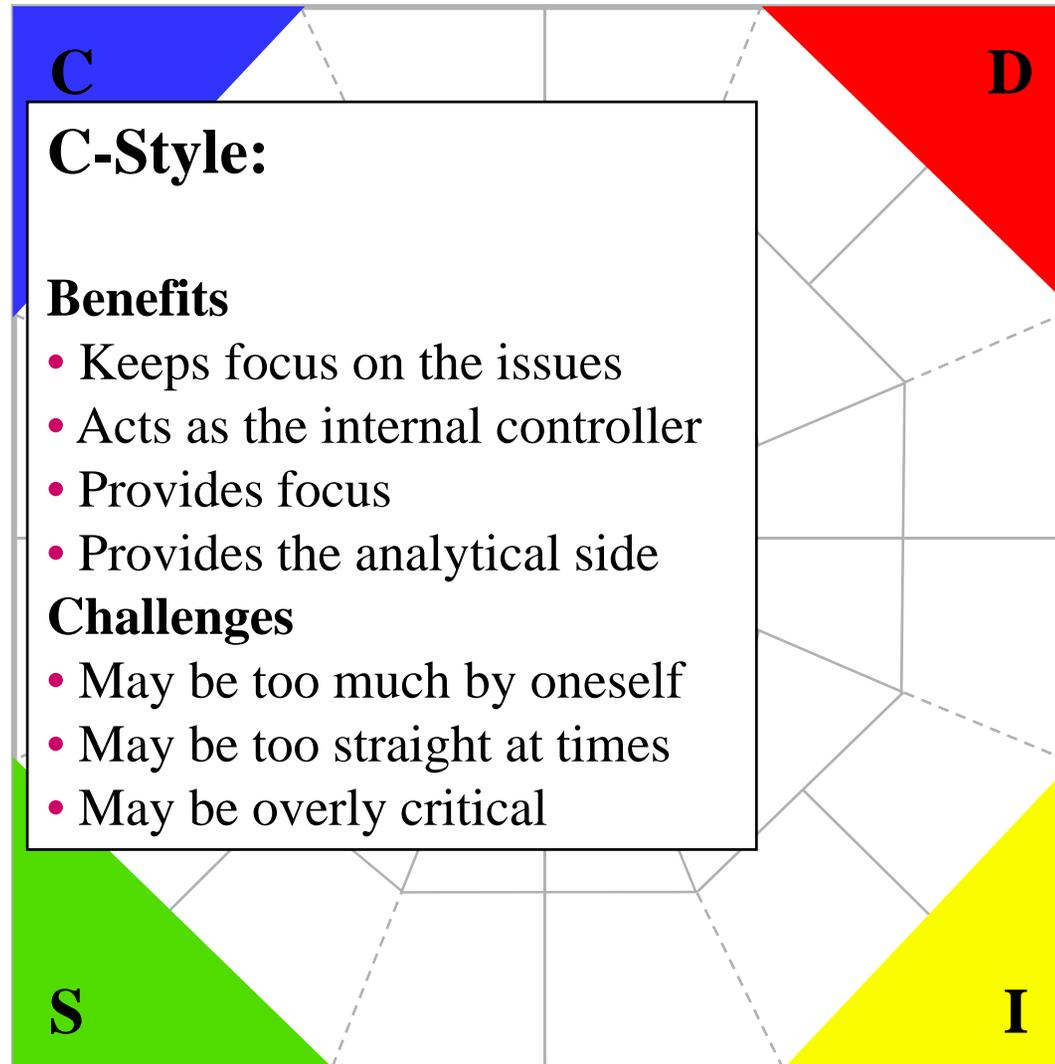
- May require a lot of instructions and support
- May not be active

S**I**

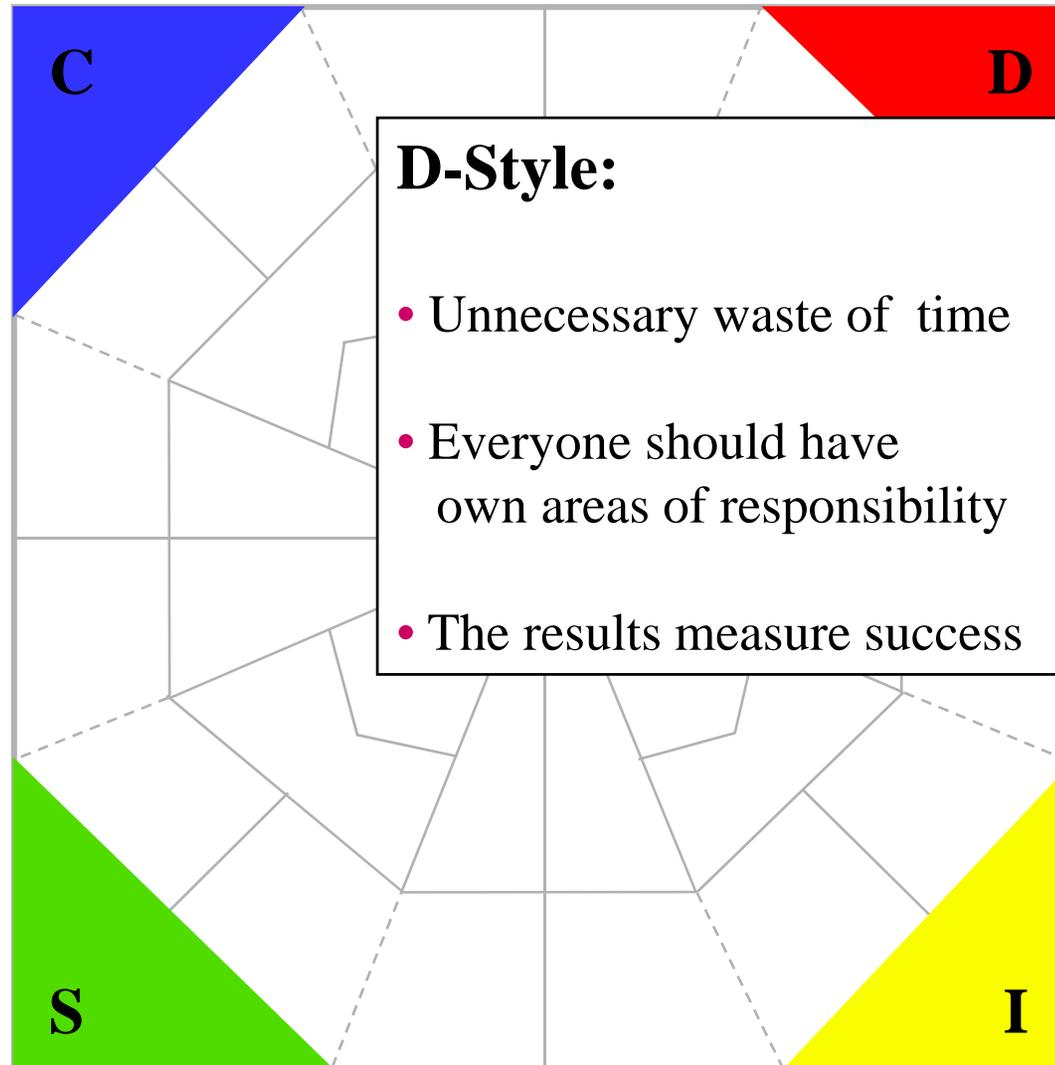




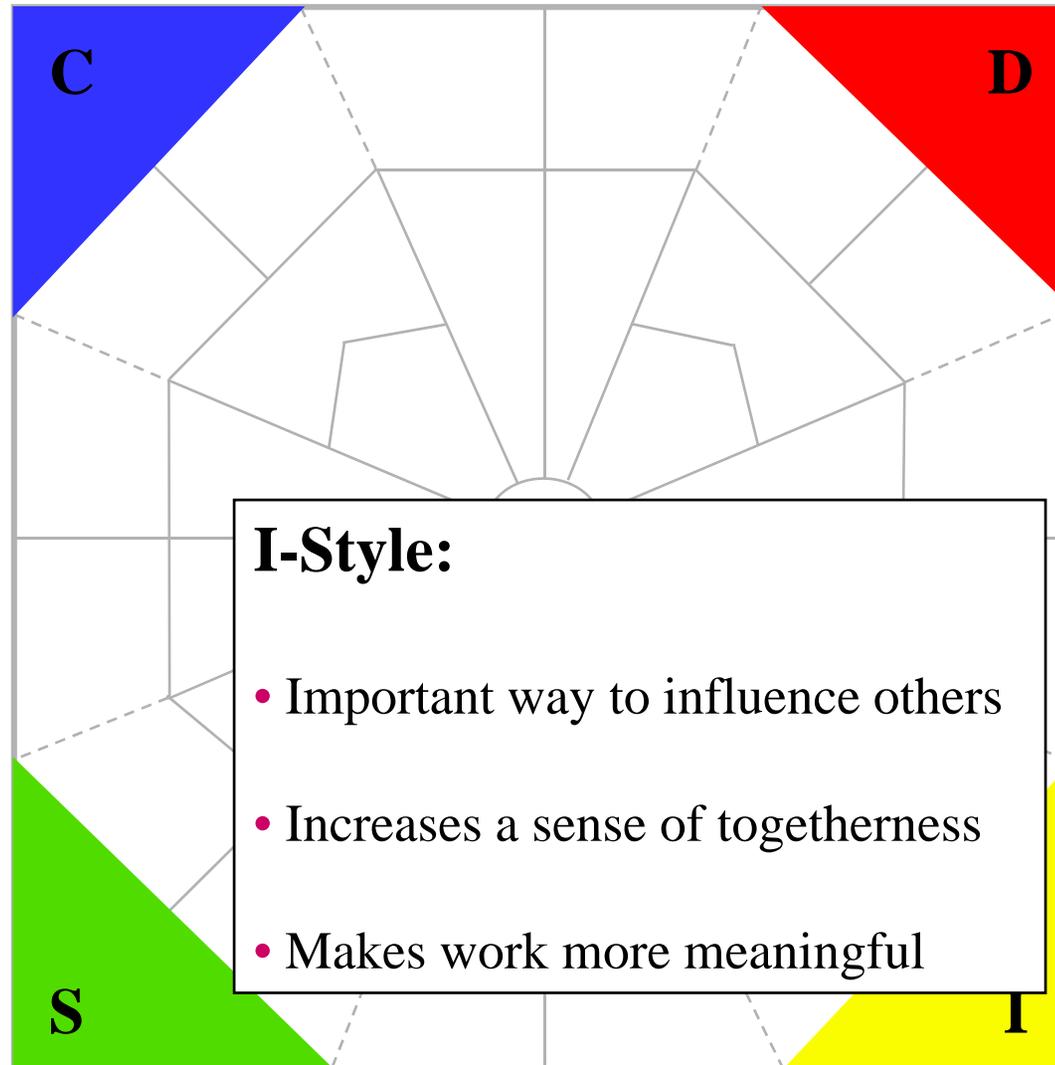




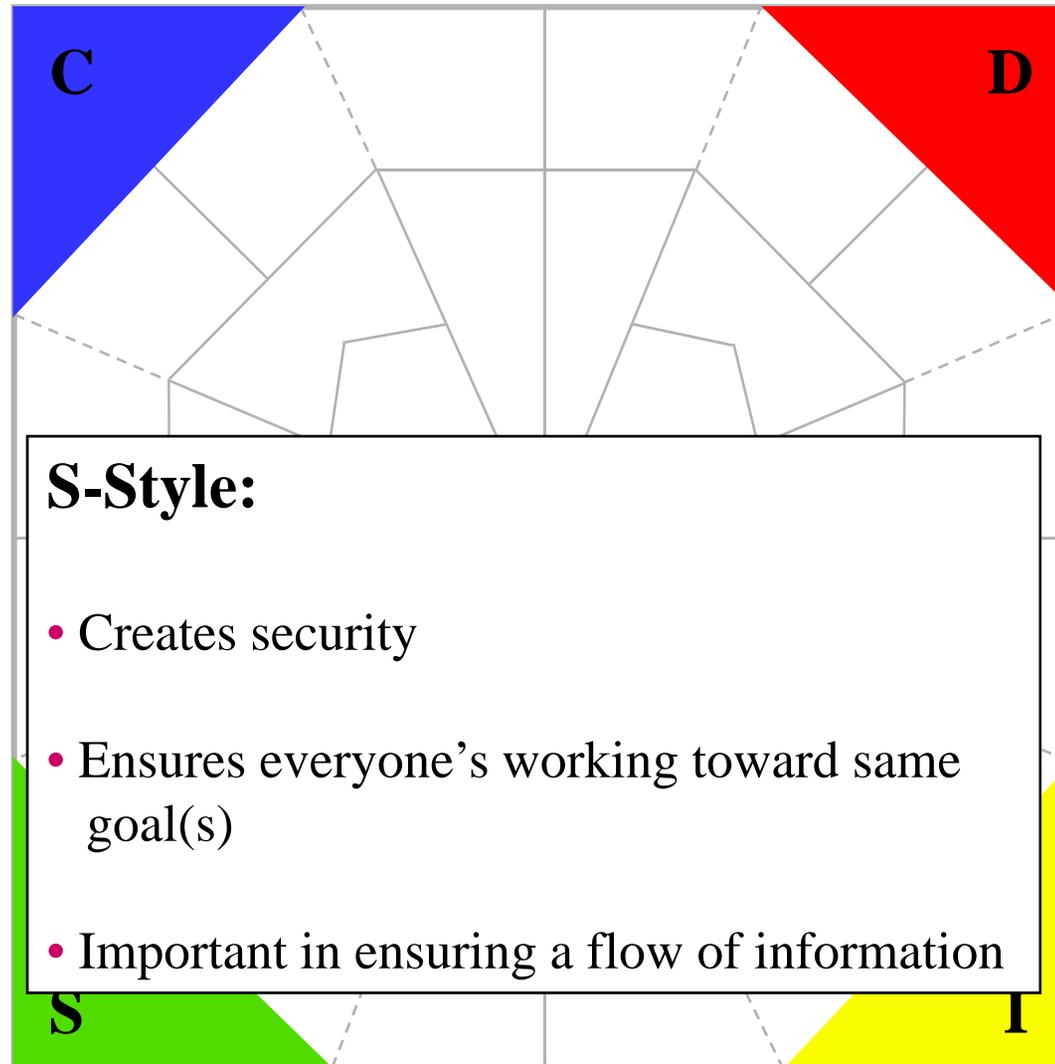
Attitude Toward Teamwork



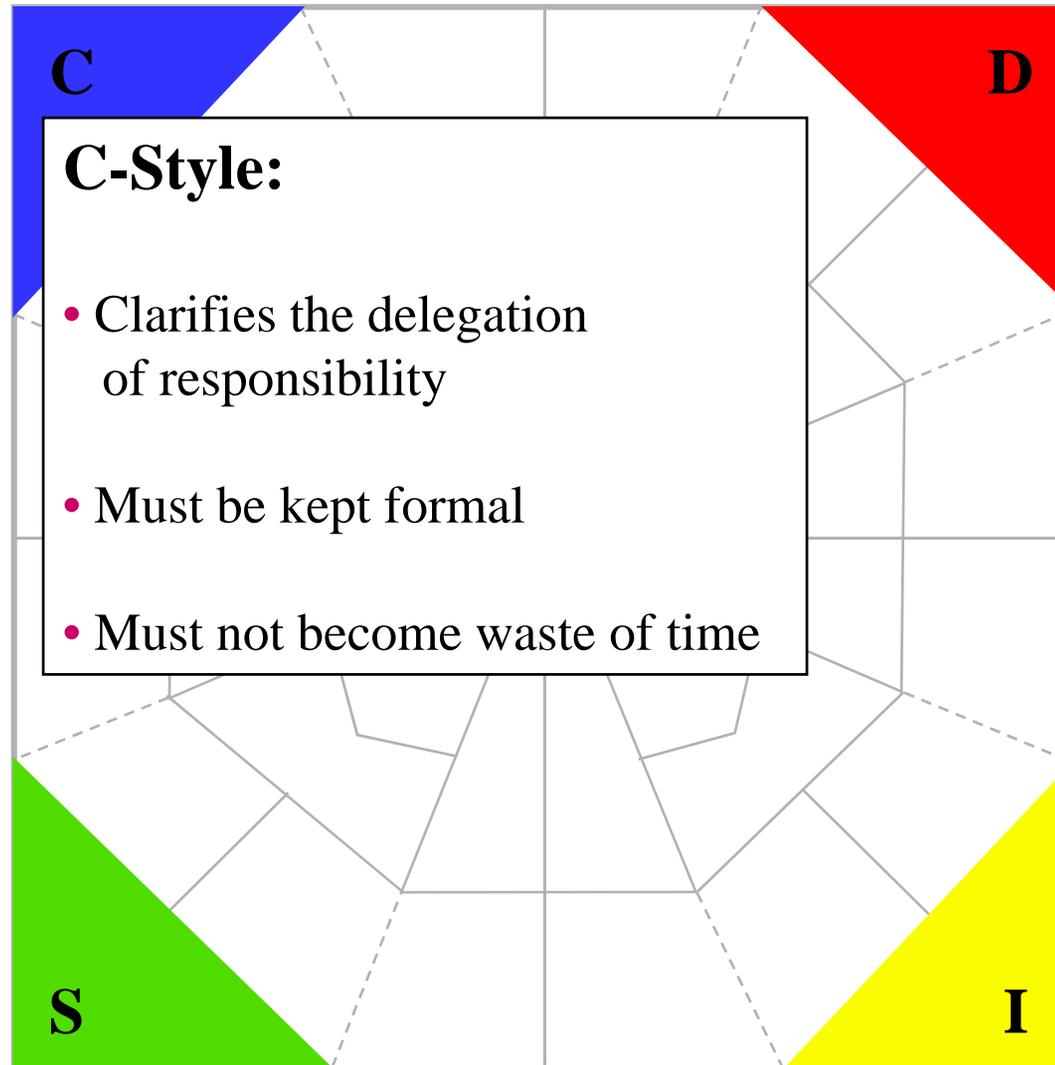
Attitude Toward Teamwork



Attitude Toward Teamwork



Attitude Toward Teamwork



C**D****D-Style:****The causes of stress:**

- Losing of position, ability to make independent decisions.

The signs of stress:

- Becomes aggressive and pressuring with short-term goals.
- Is impatient and does things even if they are wrong.
- Becomes irritating, blunt and demanding.

Alleviating stress:

- Give an opportunity to act independently.

C**D****I-Style:****The causes of stress:**

- Losing of influence, being sidelined, restrictions on flexibility.

The signs of stress:

- Becomes over-caring of human relationships, seeks attention from everywhere.
- Is too interested in others' opinions.
- Has strong, emotional opinions that he/she defends critically and even rebelliously.

Alleviating stress:

- Give an opportunity to move, meet people, and retreat. Move closer.

S**I**

C**D****S-Style:****The causes of stress:**

- Unexpected changes, unstructured situations.

The signs of stress:

- Becomes overcautious. Wants to maintain the present ways of doing things and state of being.
- Becomes withdrawn and resists everything.
- Becomes difficult to approach and stubborn.

Alleviating stress

- Create predictable environment, include in the planning of new things, create a cozy atmosphere.

S**I**

C**D****C-Style:****The causes of stress:**

- Lack of information, unclear position and role, conflicts and chaos.

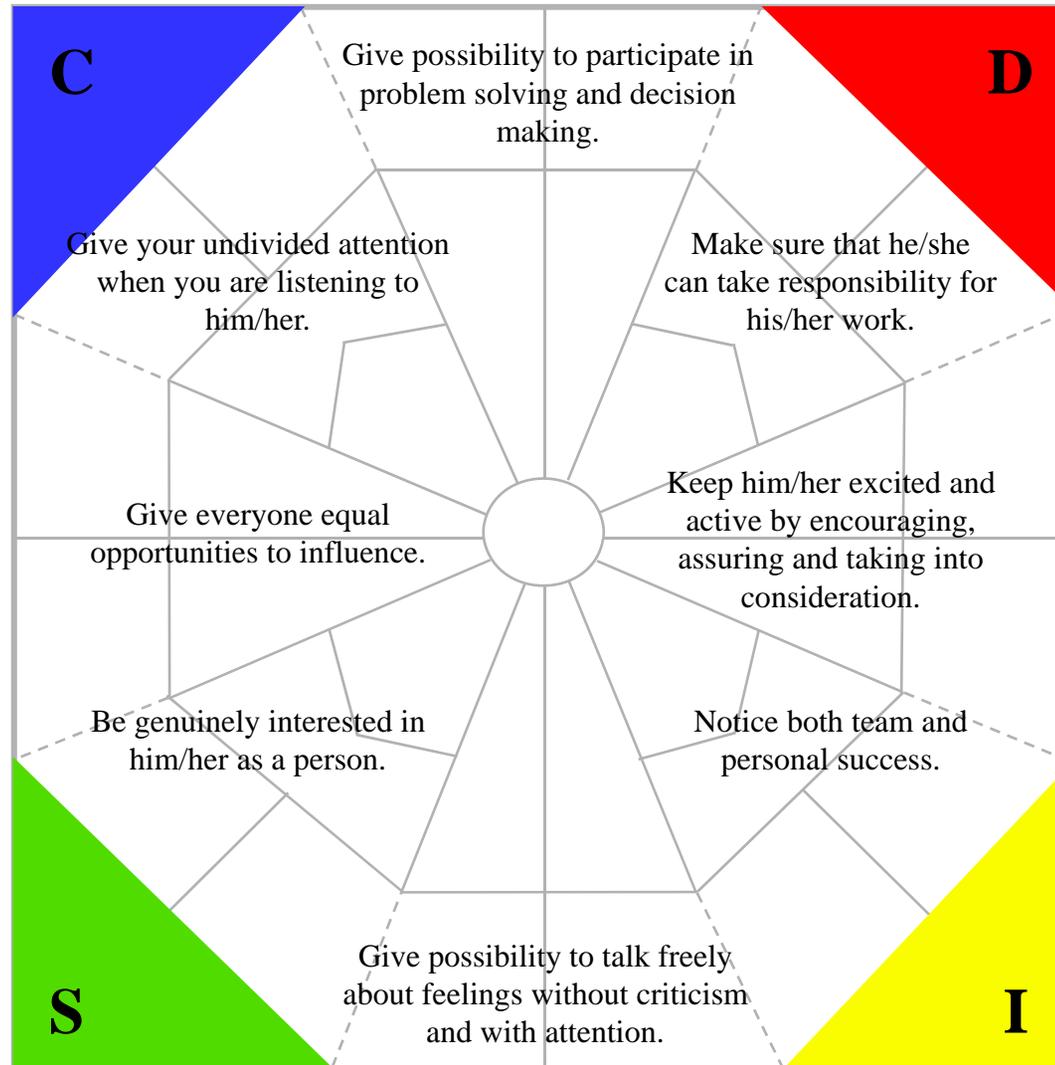
The signs of stress:

- Questions everything, over-prudent, and over-interested in the causes and consequences of issues.
- Trusts only in logic and even doubts that.
- Fears the worst.
- Withdraws and becomes distant.

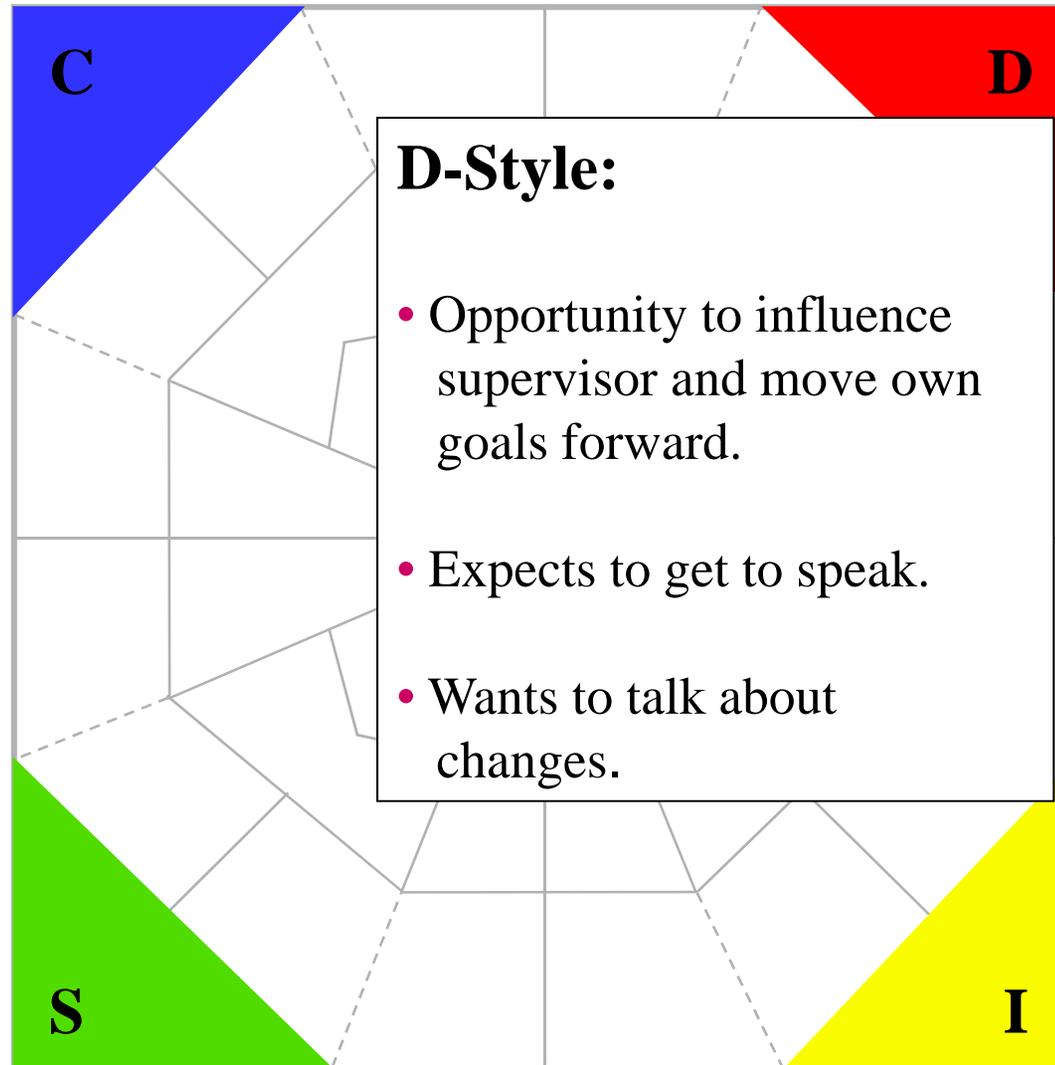
Alleviating stress:

- Provide information, feedback, clear instructions and roles.

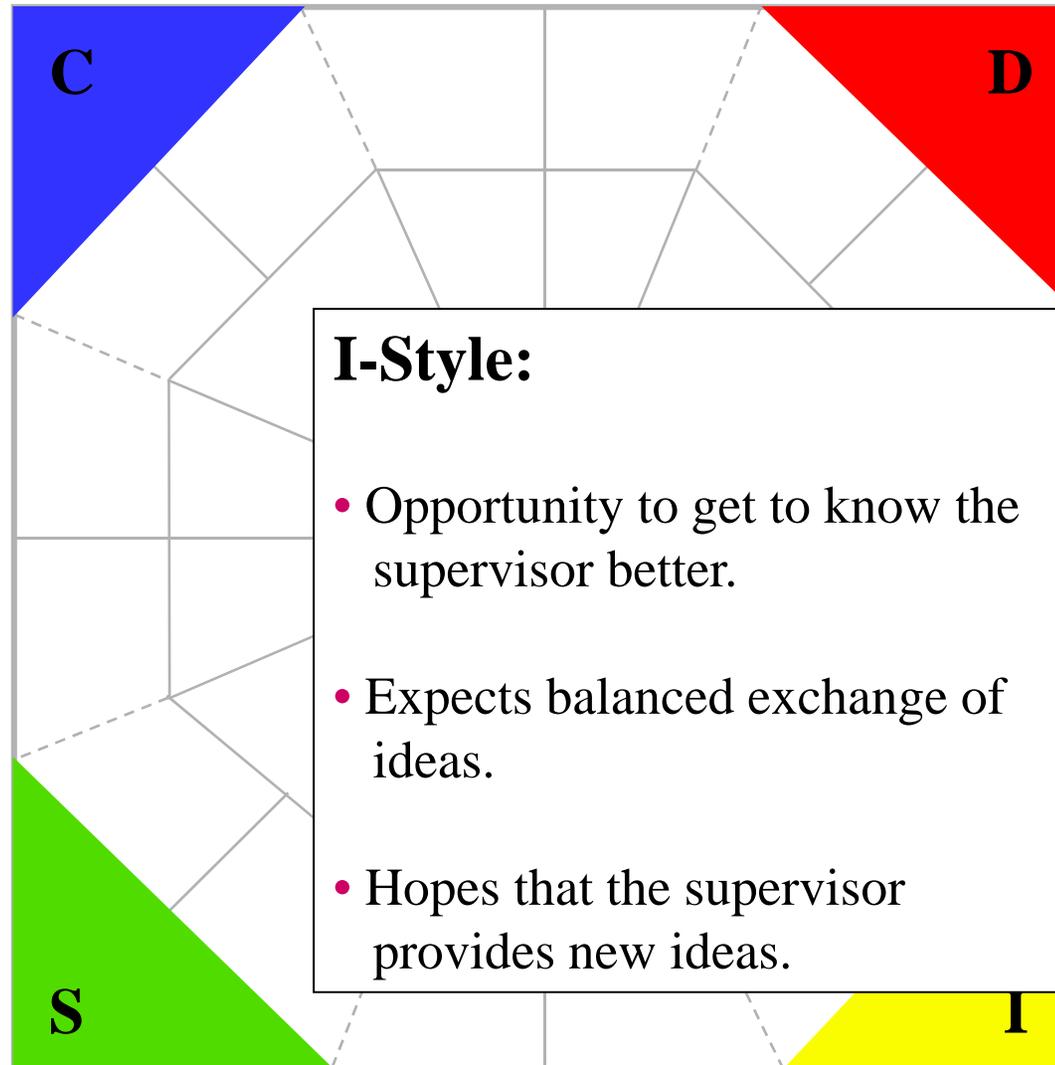
How to Avoid Conflicts



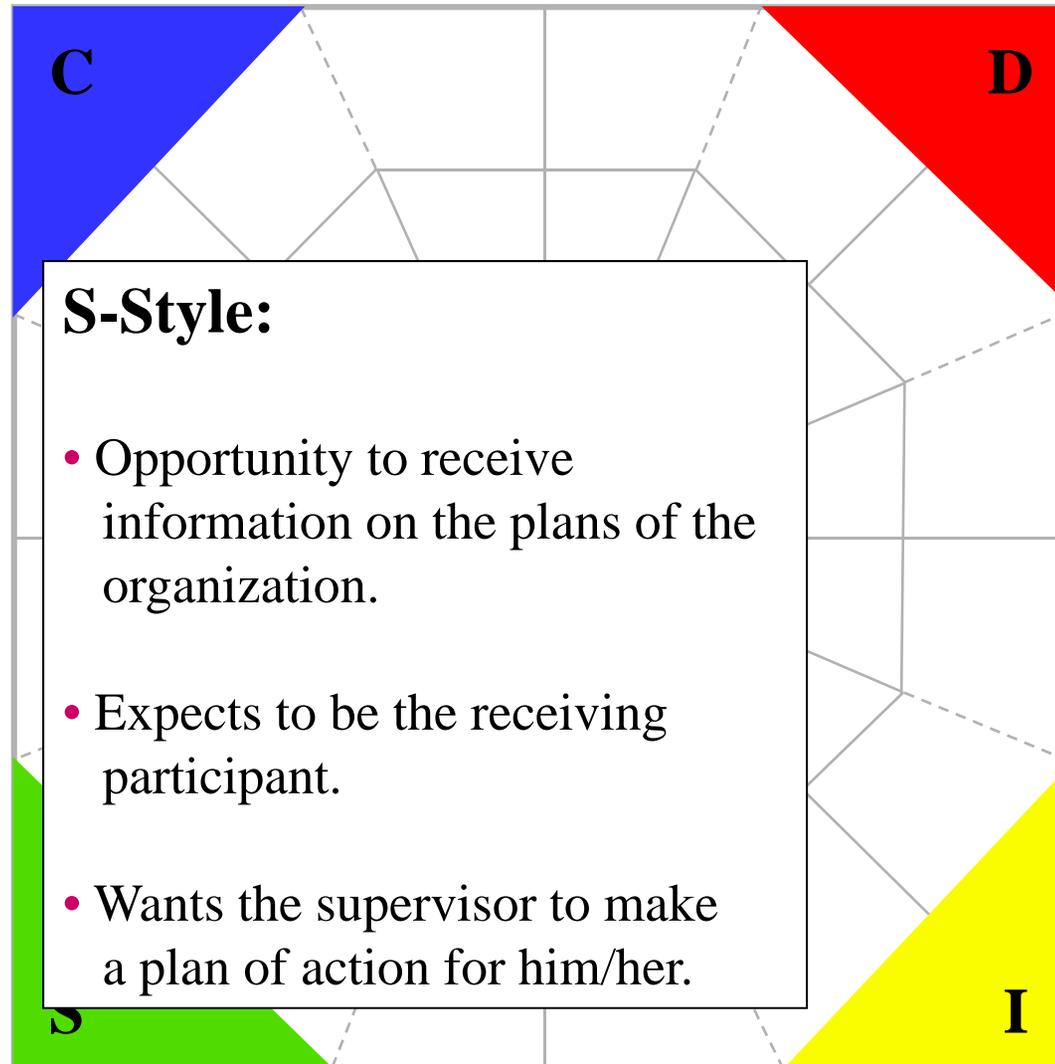
Development Discussions – Expectations by Subordinate



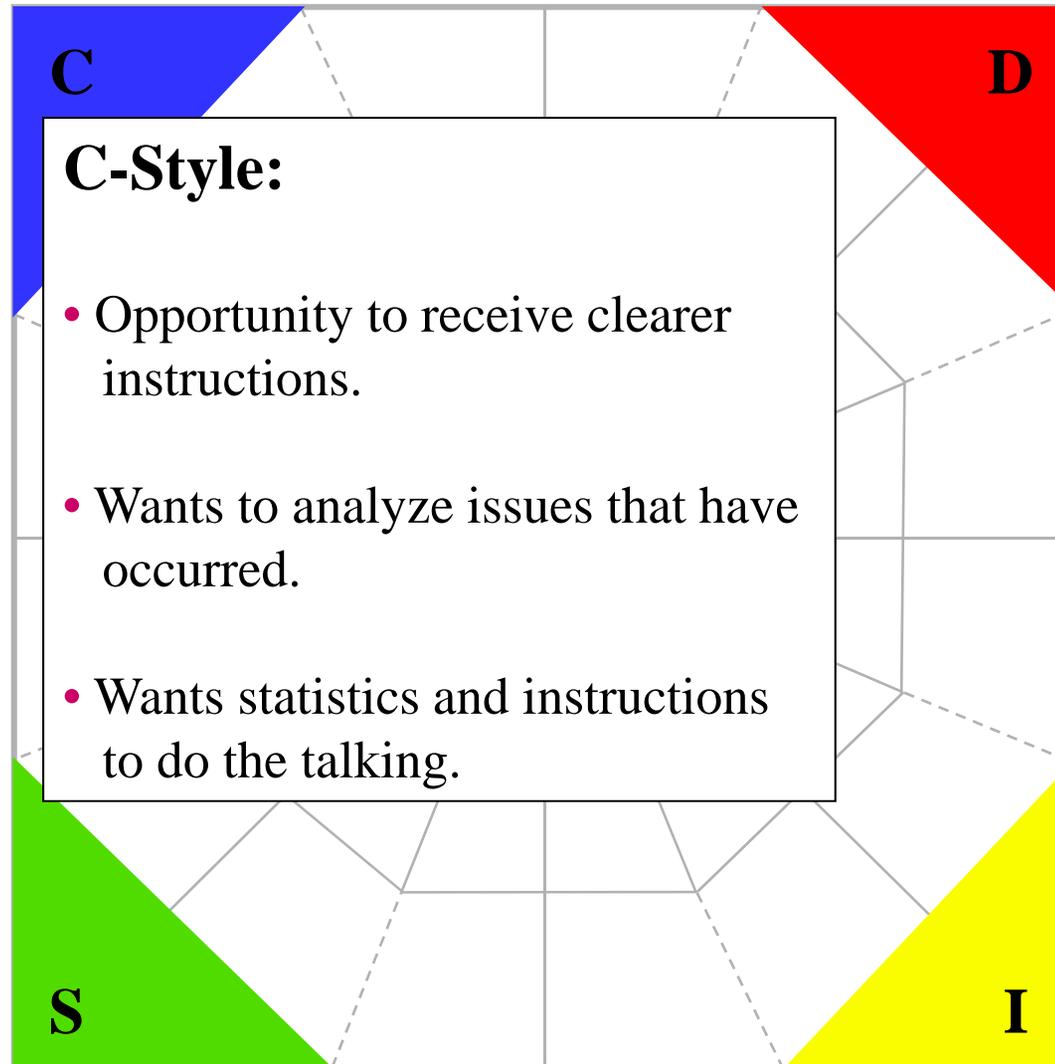
Development Discussions – Expectations by Subordinate



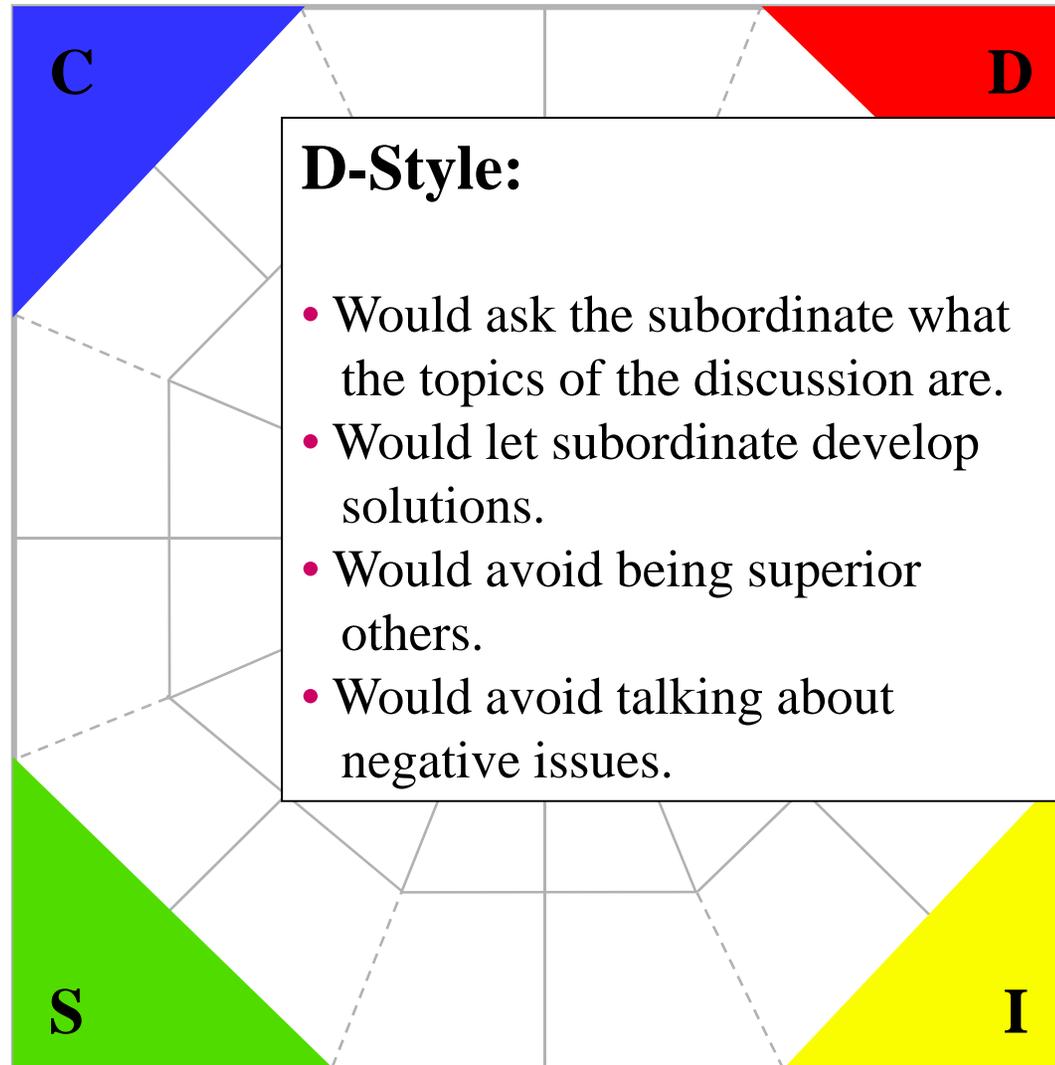
Development Discussions – Expectations by Subordinate



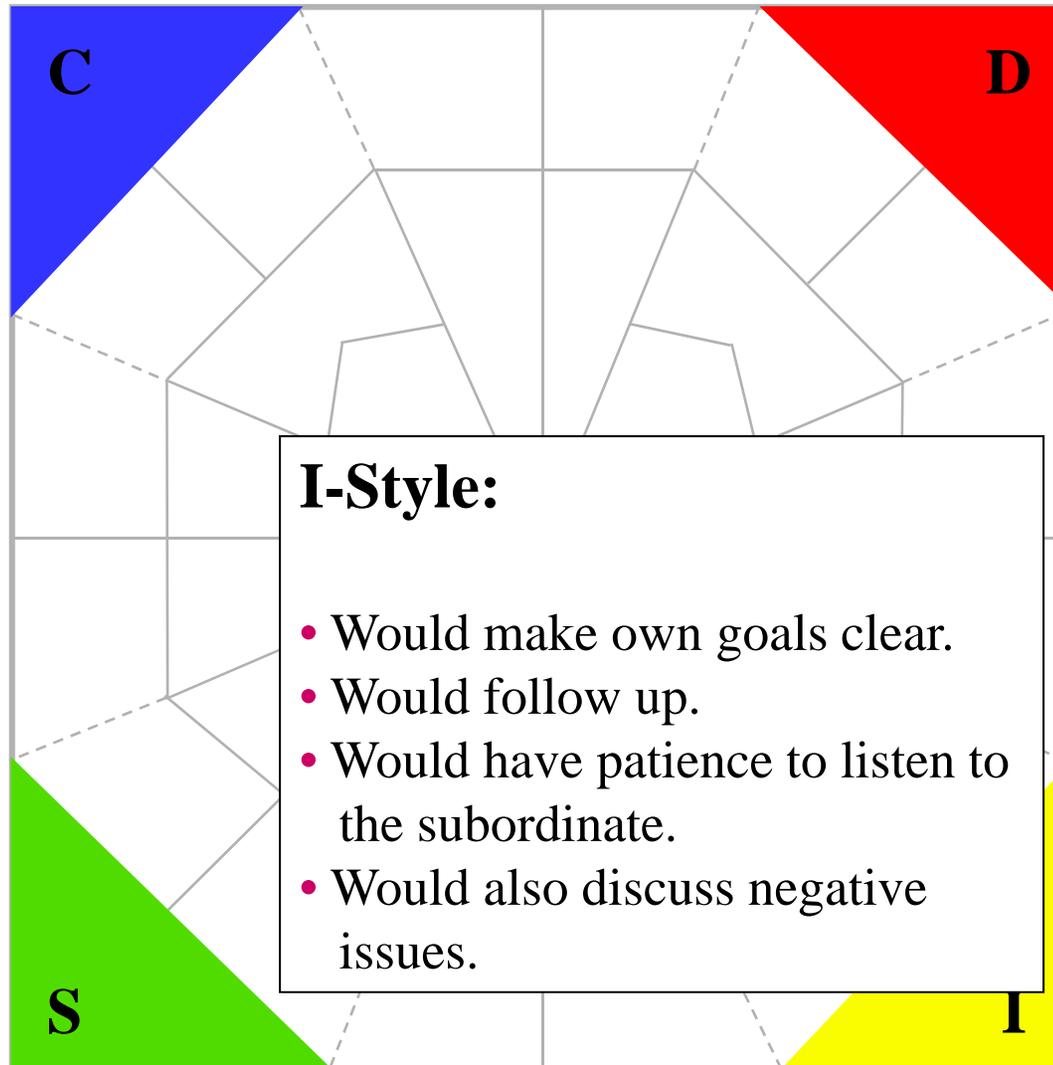
Development Discussions – Expectations by Subordinate



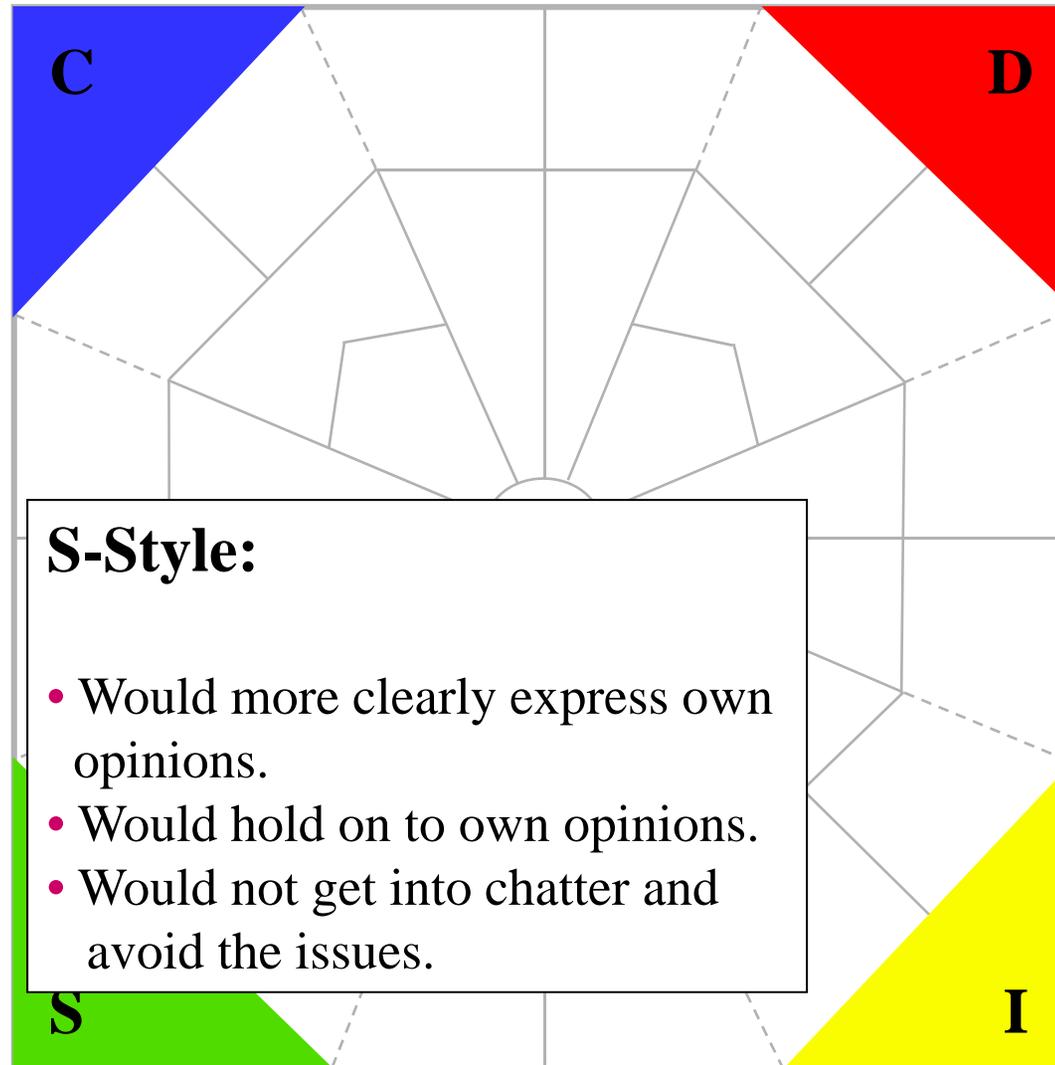
Development Discussions – You Would Be a More Effective Supervisor, if...



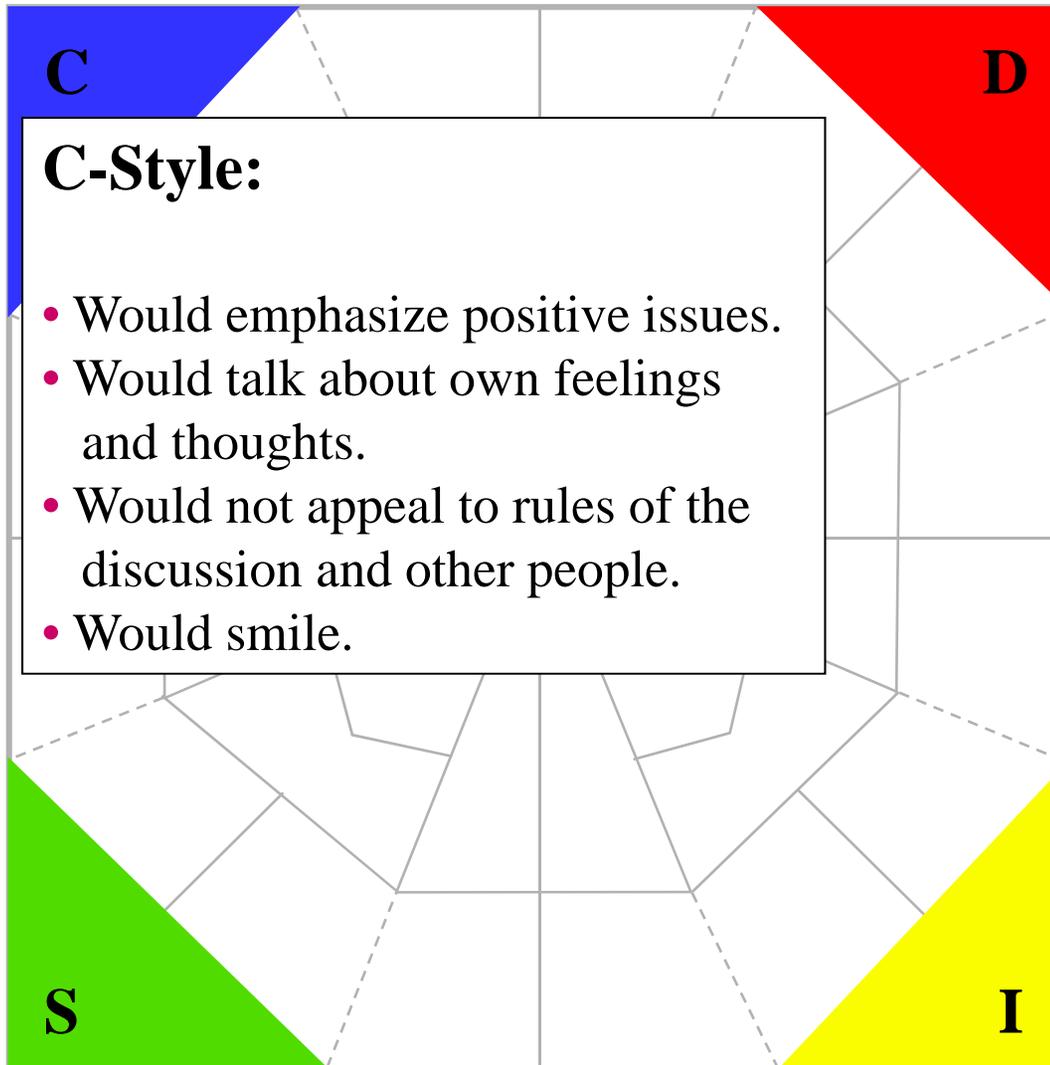
Development Discussions – You Would Be a More Effective Supervisor, if...



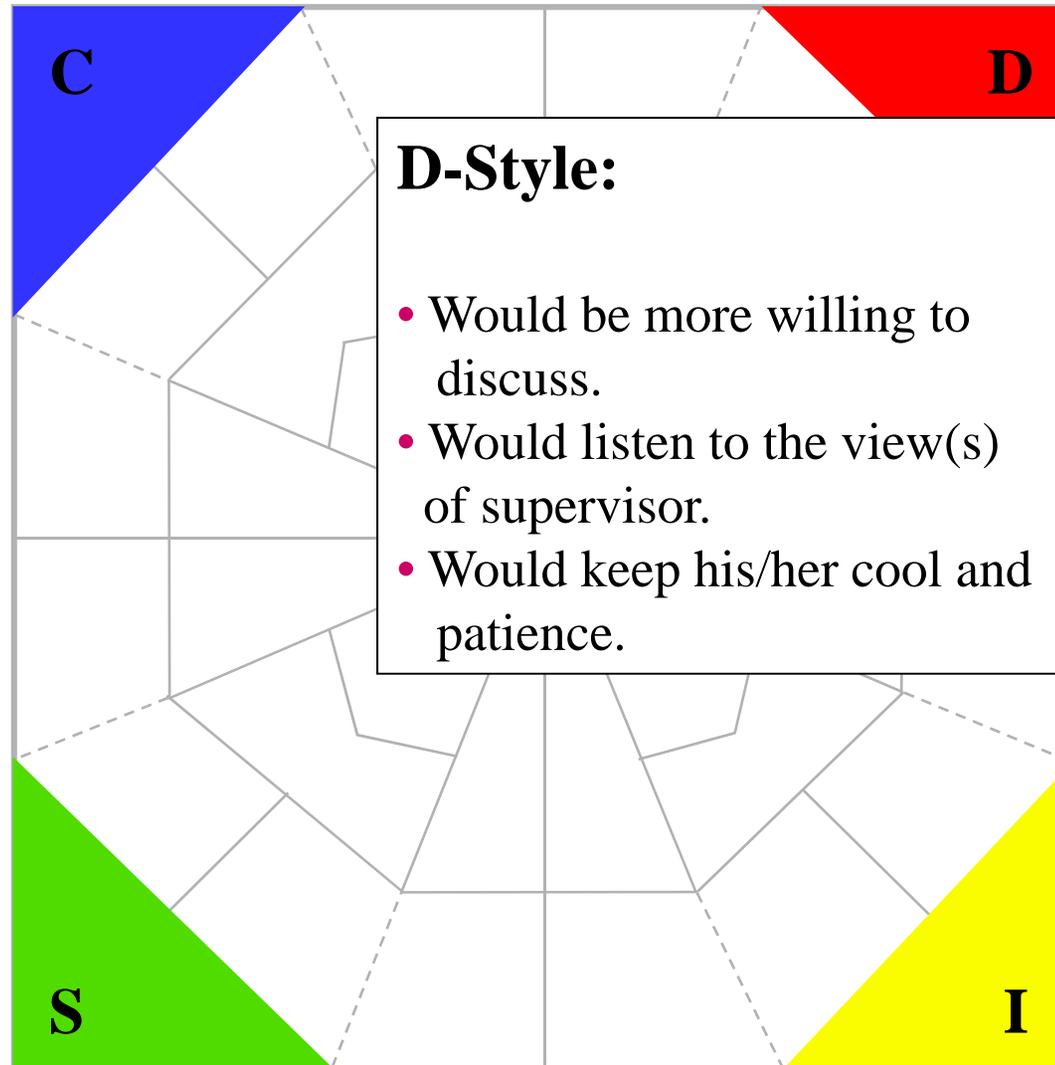
Development Discussions – You Would Be a More Effective Supervisor, if...



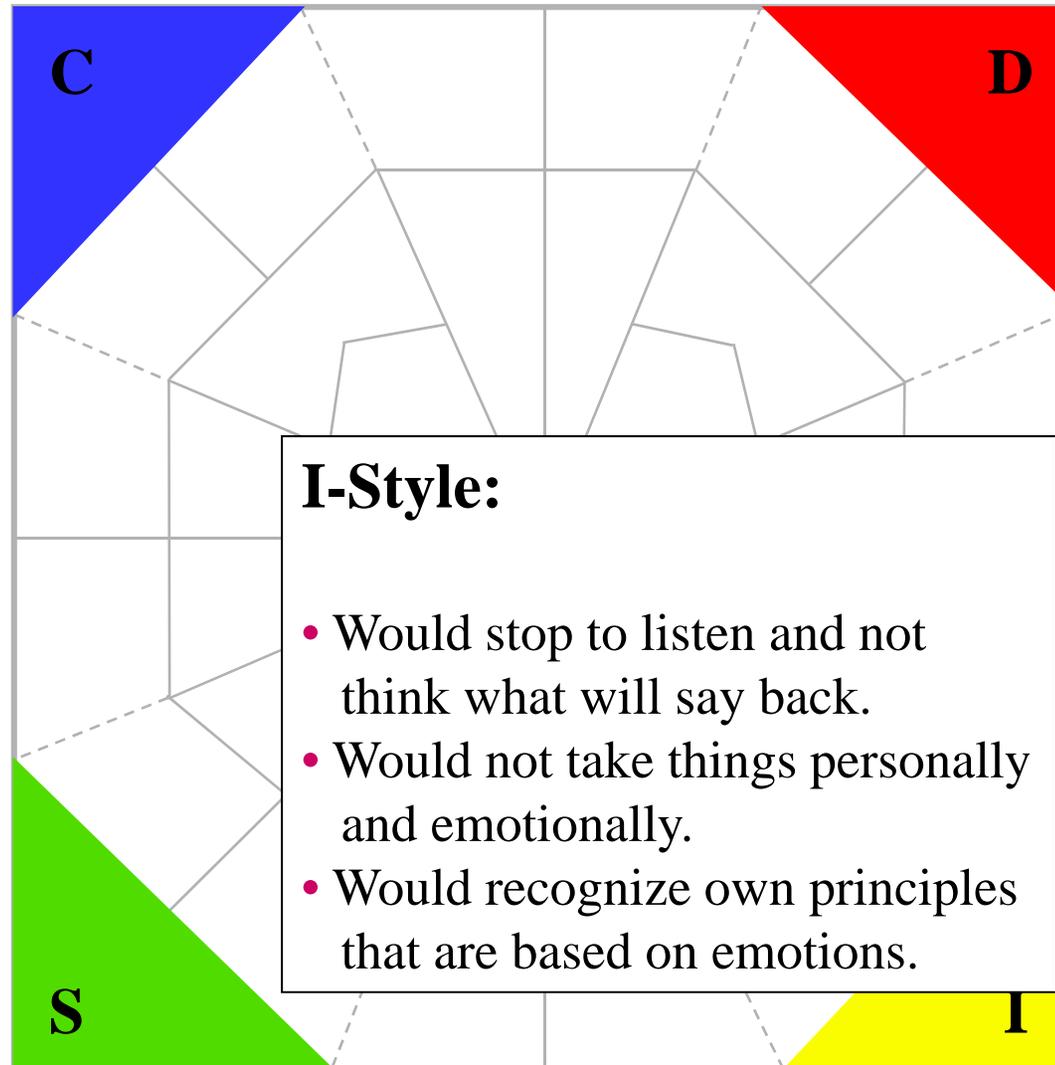
Development Discussions – You Would Be a More Effective Supervisor, if...



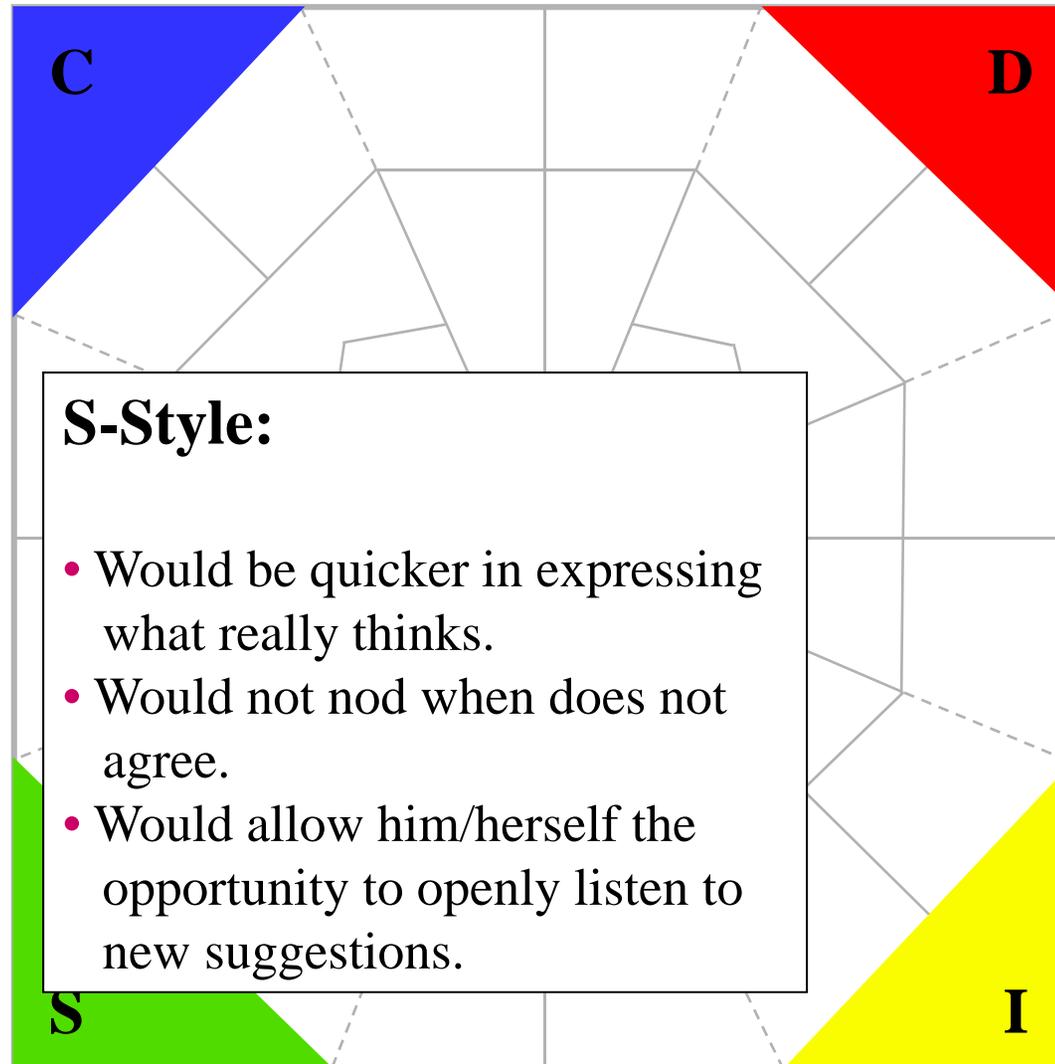
Development Discussions – You Would Be a More Effective Subordinate, If...



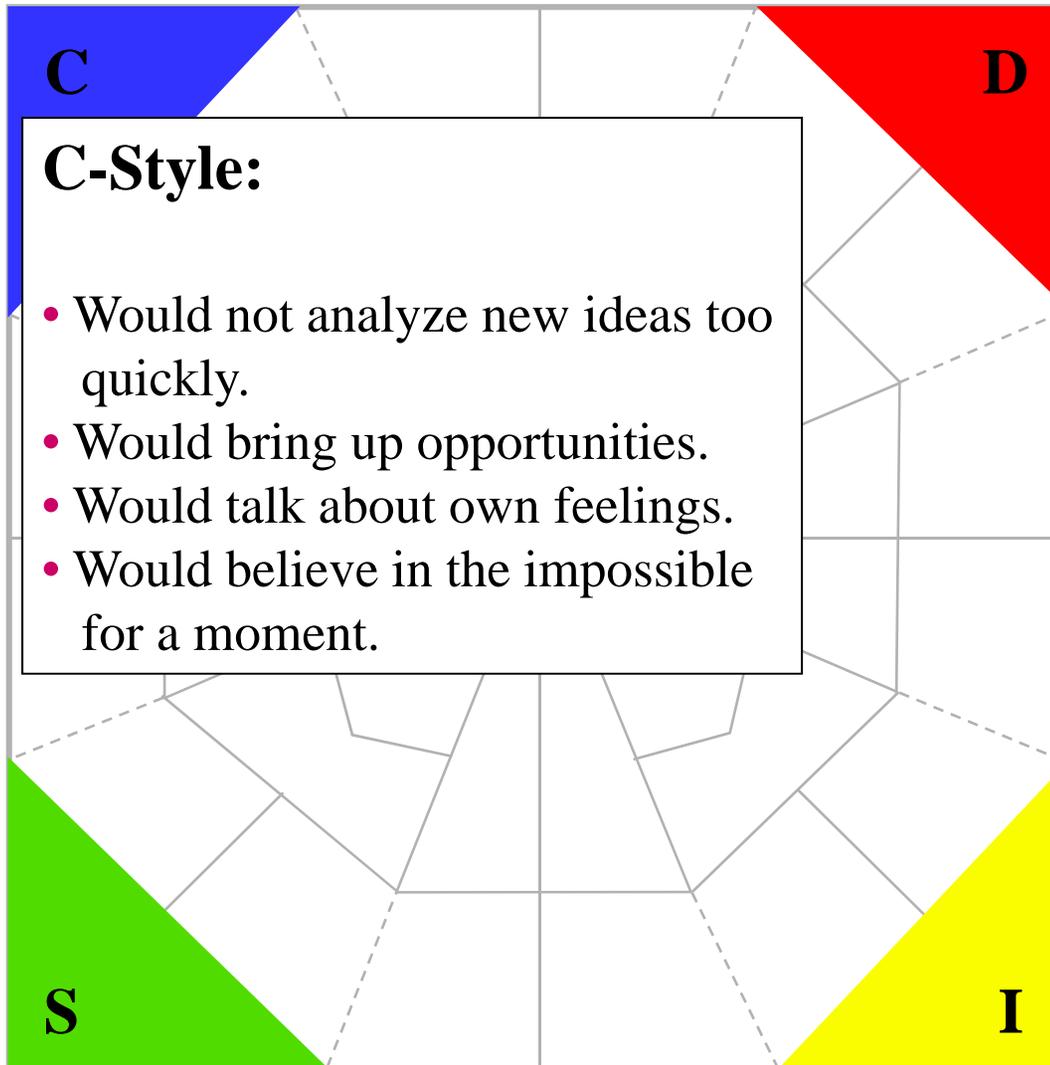
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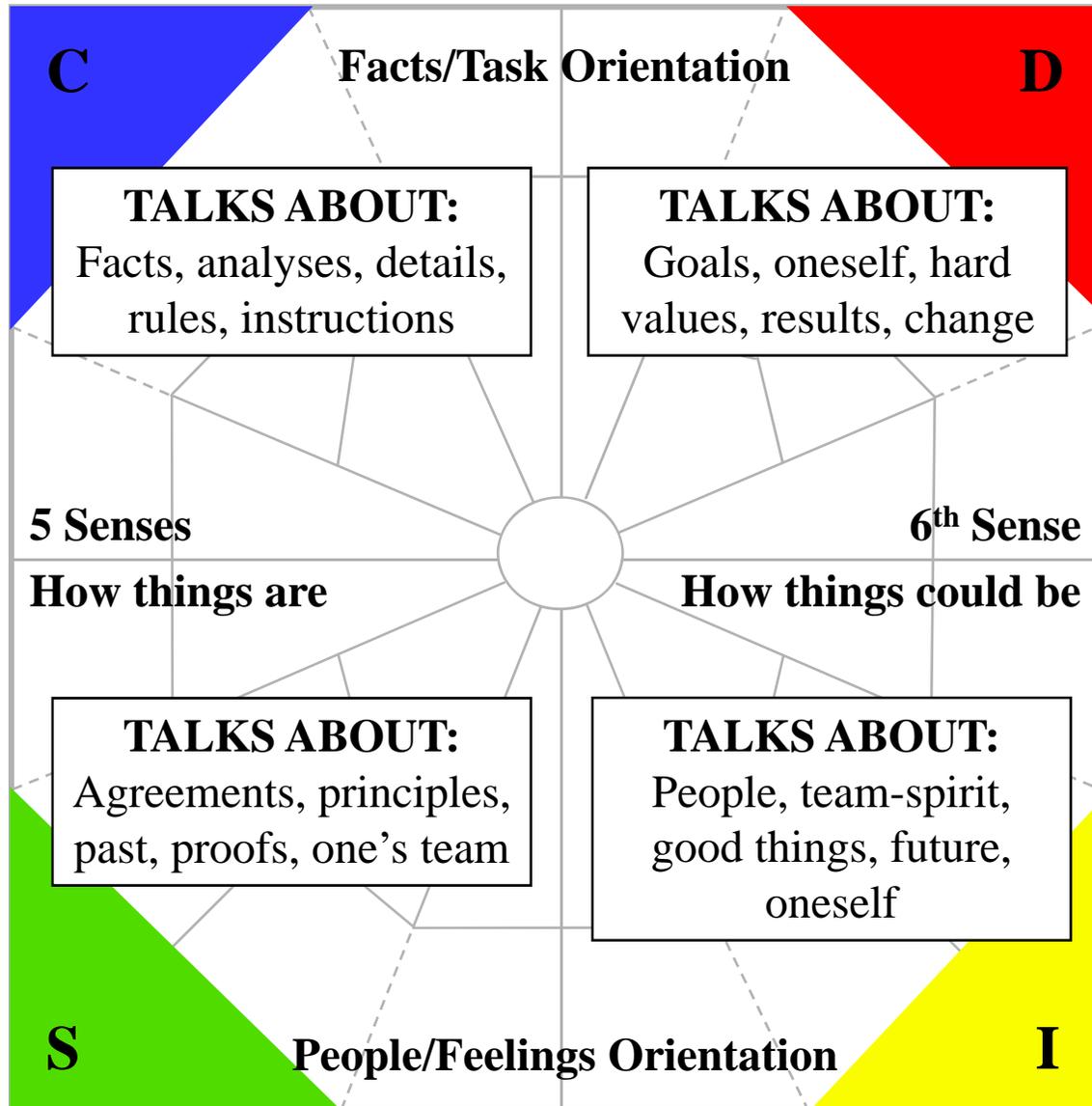
Development Discussions – You Would Be a More Effective Subordinate, If...



Development Discussions – You Would Be a More Effective Subordinate, If...



Identifying Customer Styles



C

D

- Is aggressive
- May be blunt
- Is demanding
- Very impatient
- Interrupts others
 - Becomes irritated easily
- Is direct, says what thinks
- “What’s the bottom line?”
- Focuses on the big picture
- States own opinions as facts
- How does this benefit ME?”
- Often appears to be in a hurry
 - Makes decisions quickly, almost hastily
- May talk to many people at the sametime
- May have difficulty understanding others’ viewpoints/feelings

Identifying Customer Styles: I-style

- Talks a lot
- Is animated
- Gets easily excited
- Is open and friendly
- Appears unorganized
- Does not listen for long
- Stays away from hard facts
- Does not pay close attention
- Jumps from subject to subject
- Does not focus much on details
- Talks about people he/she knows
- May make decisions spontaneously
- May ask same questions several times
- May touch; comfortable with physical contact

S**I**

Identifying Customer Styles: S-style

- **Is easy-going**
- **Appears calm**
- **Listens carefully**
- **Appears thoughtful**
- **Nods and goes along**
- **“Let me think about it.”**
- **Likes own physical space**
- **Does not get easily excited**
- **Asks questions and inquires about the specifics**
- **Seems have strong opinions but does not express them vocally**
- **Completely new ideas/things seem to make him/her uncomfortable**
- **Ponders alternatives, slow in making decisions**

S**I**

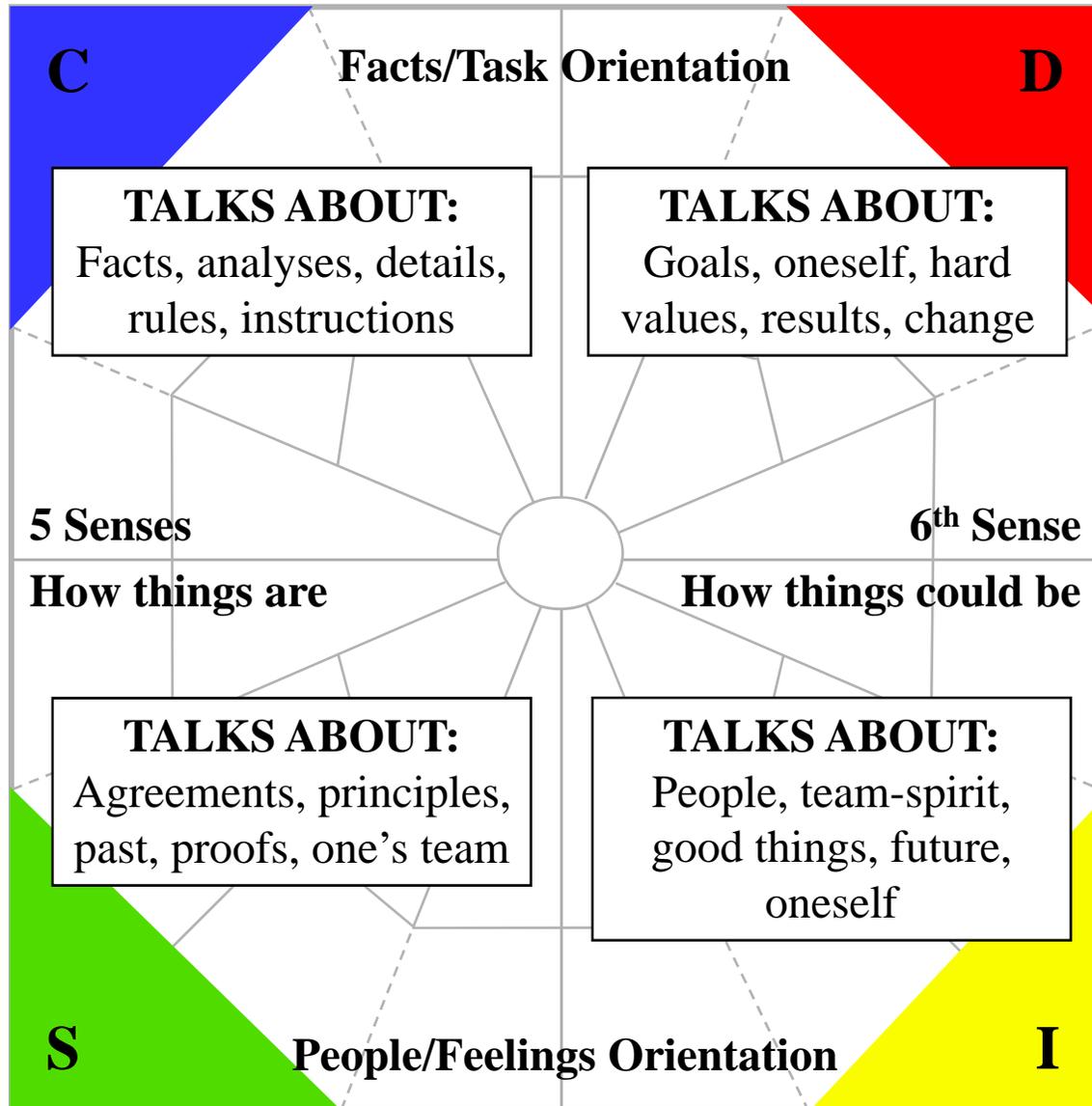
C**D**

- **Is quiet**
- **Focuses on details**
- **Proceeds cautiously**
- **Asks many questions**
- **Not comfortable with physical contact**
- **Appears reserved and somewhat timid**
- **Doesn't easily express disagreeing views**
- **May have done homework on the products/services**
- **Studies specifications and other information carefully**
- **Makes decision only after studying pertinent facts/issues**
- **May be very critical; criticism based on facts, not opinions**

Adjusting Our Styles

Customer Service

Identifying Customer Styles



C

D

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- May be blunt
- Is demanding
- Very impatient
- Interrupts others
 - Becomes irritated easily
- Is direct, says what thinks
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S**I**

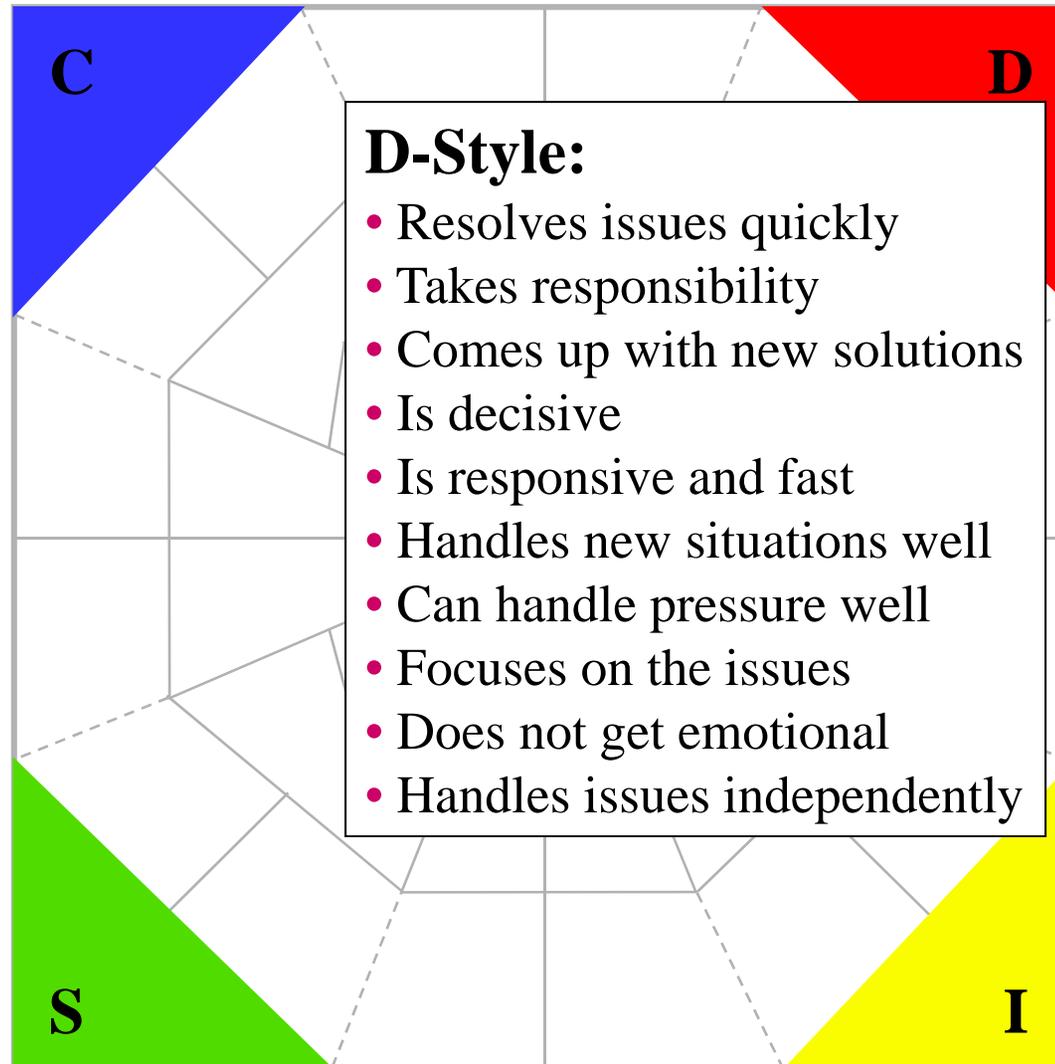
Identifying Customer Styles: S-style

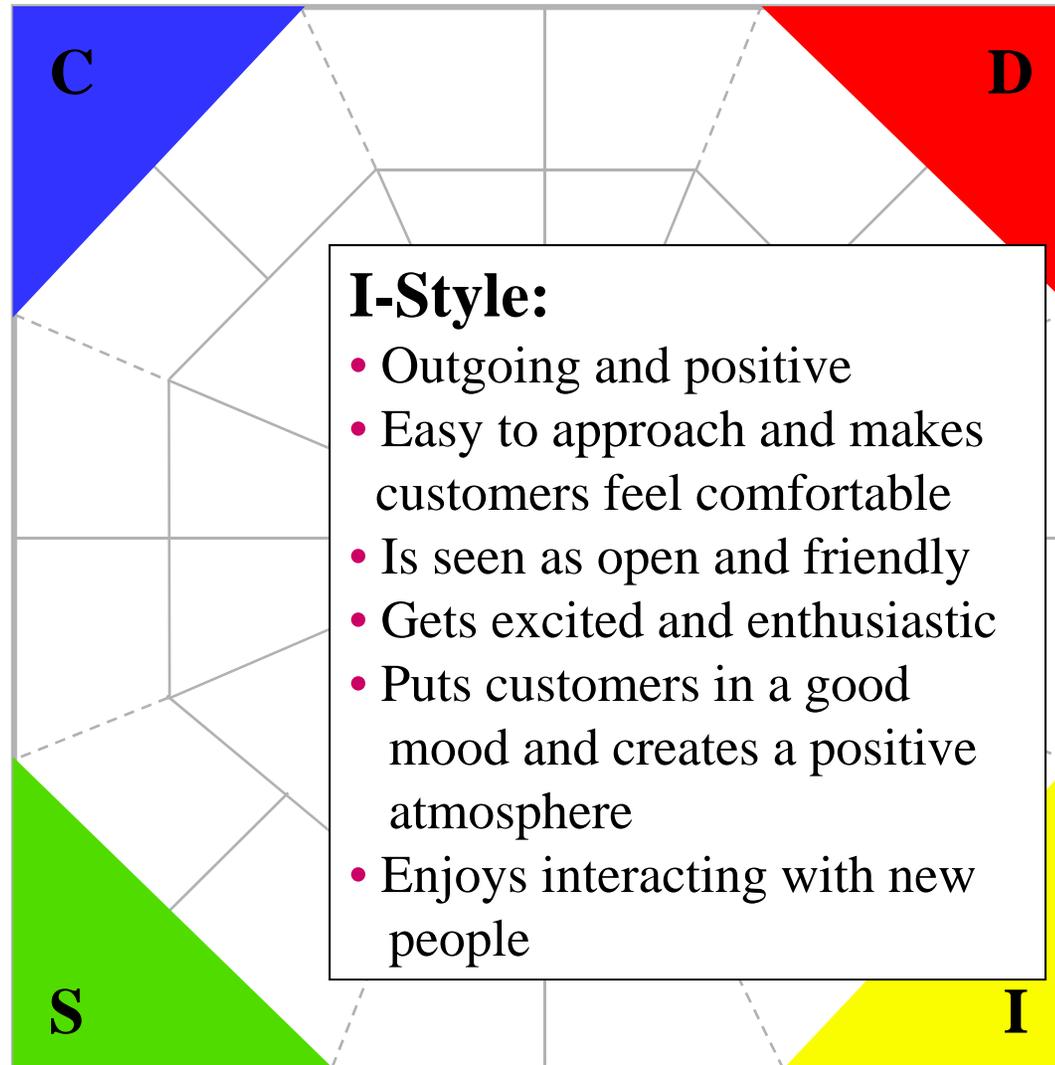
- **Is easy-going**
- **Appears calm**
- **Listens carefully**
- **Appears thoughtful**
- **Nods and goes along**
- **“Let me think about it.”**
- **Likes own physical space**
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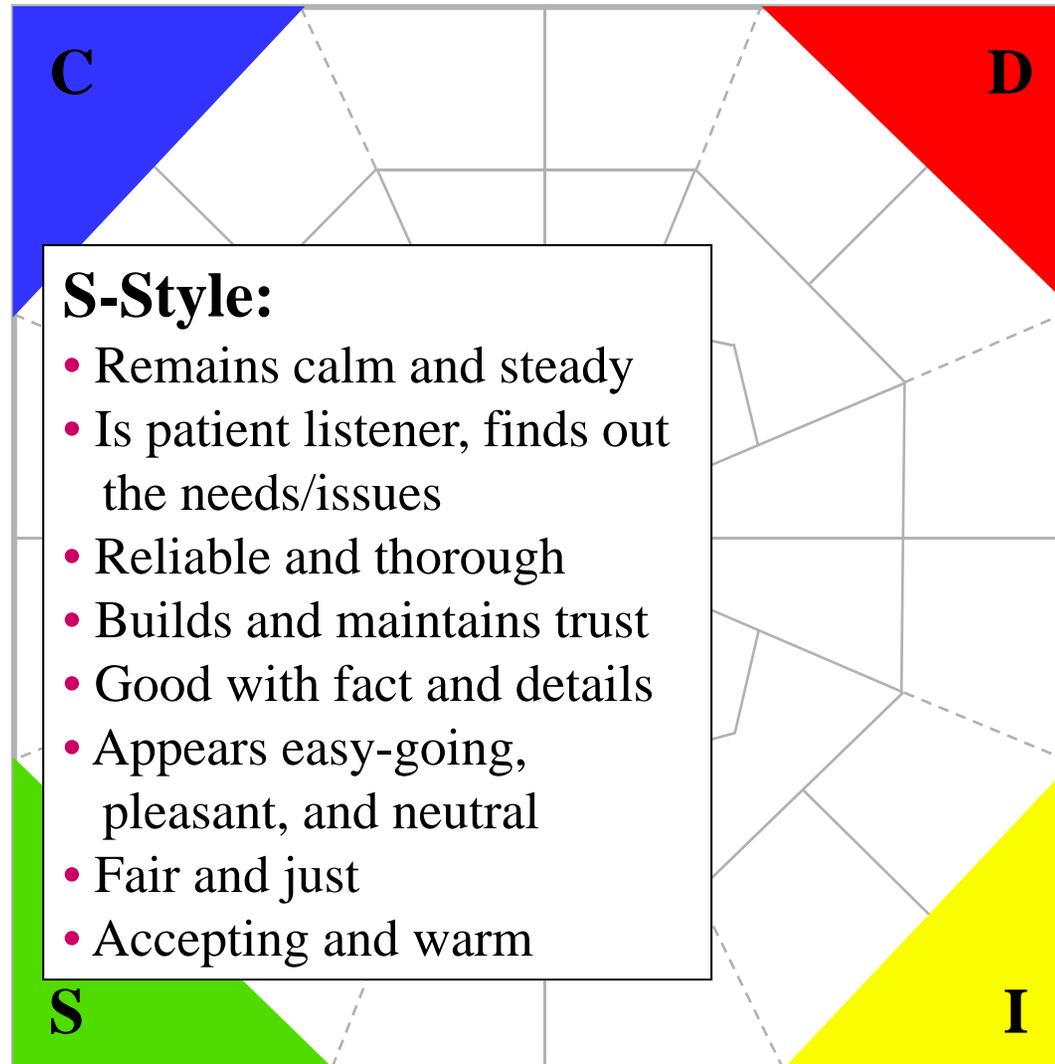
S**I**

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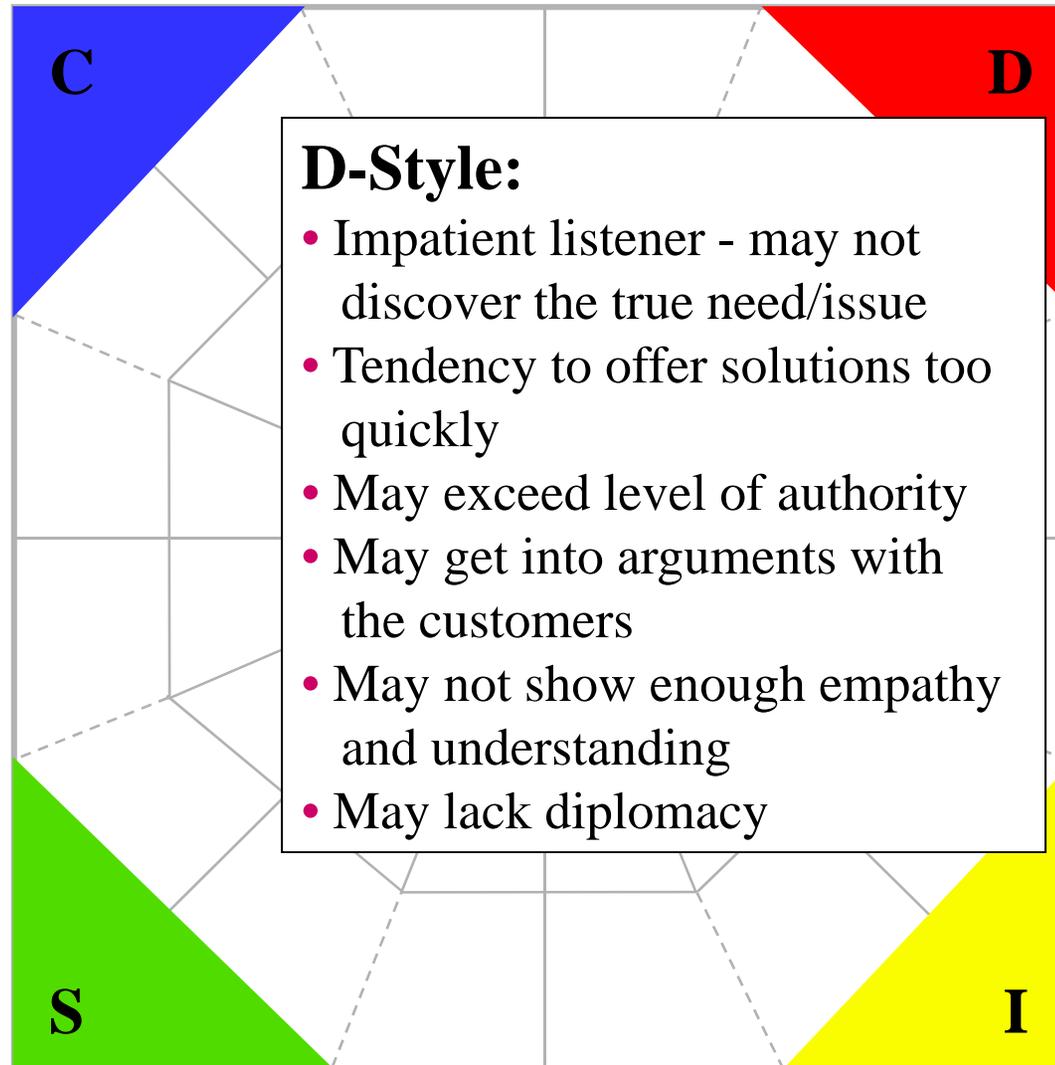


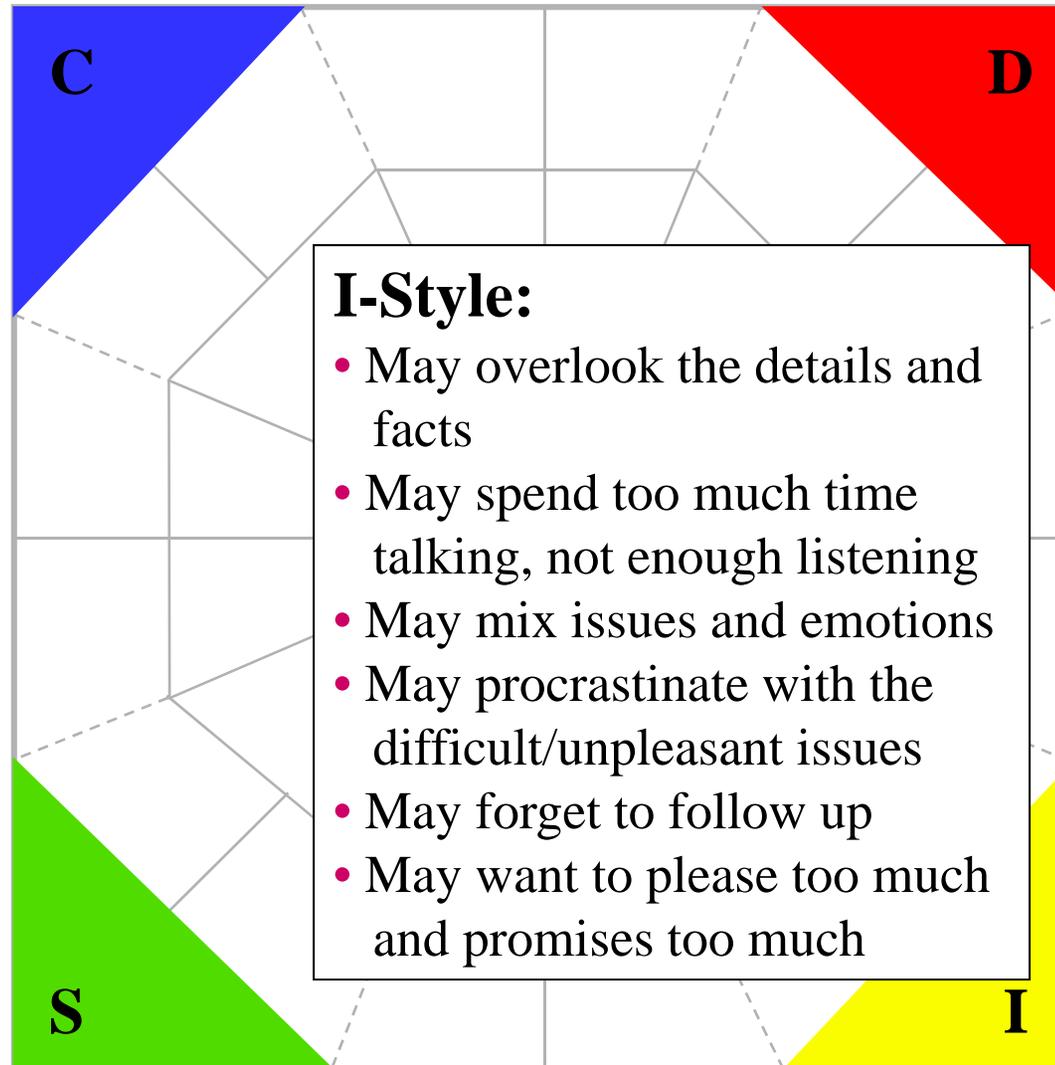


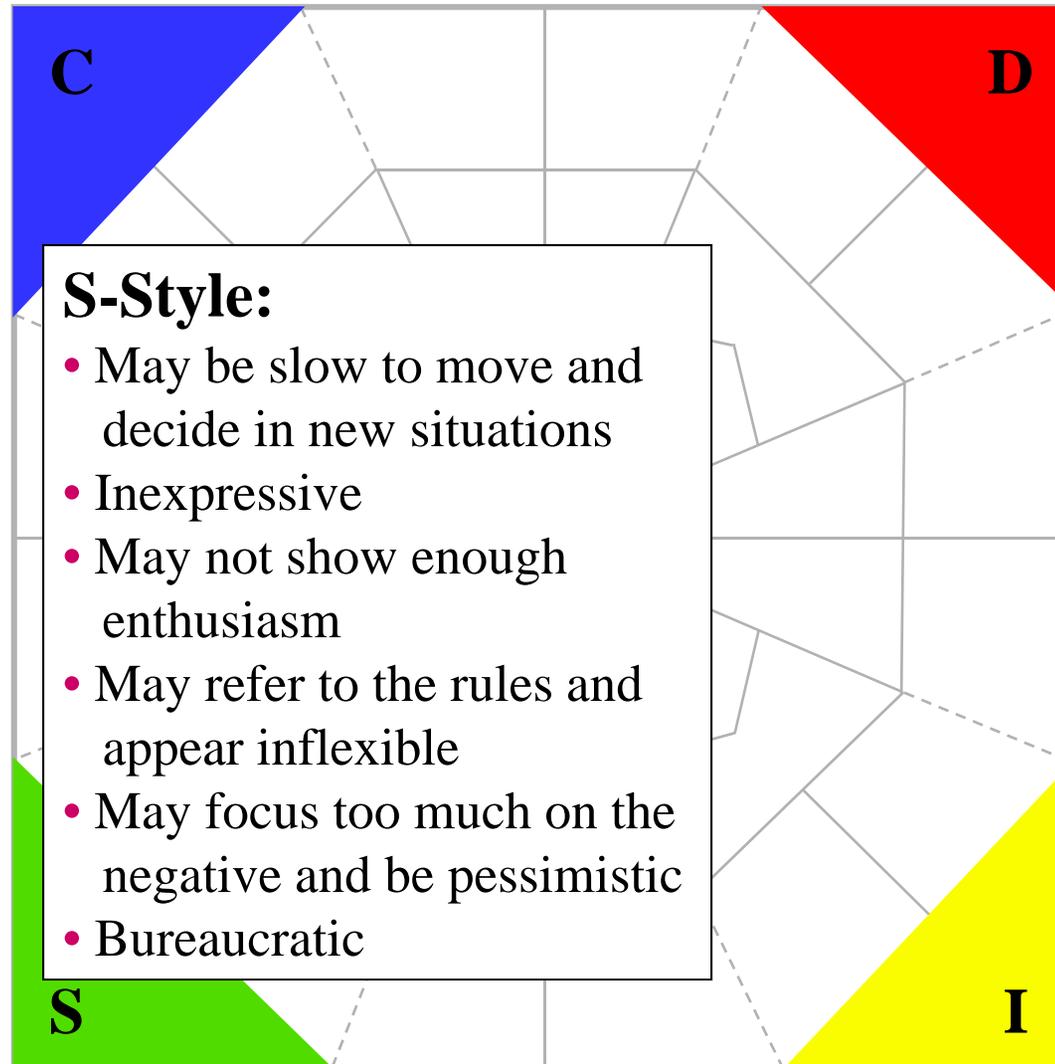
C**D****C-Style:**

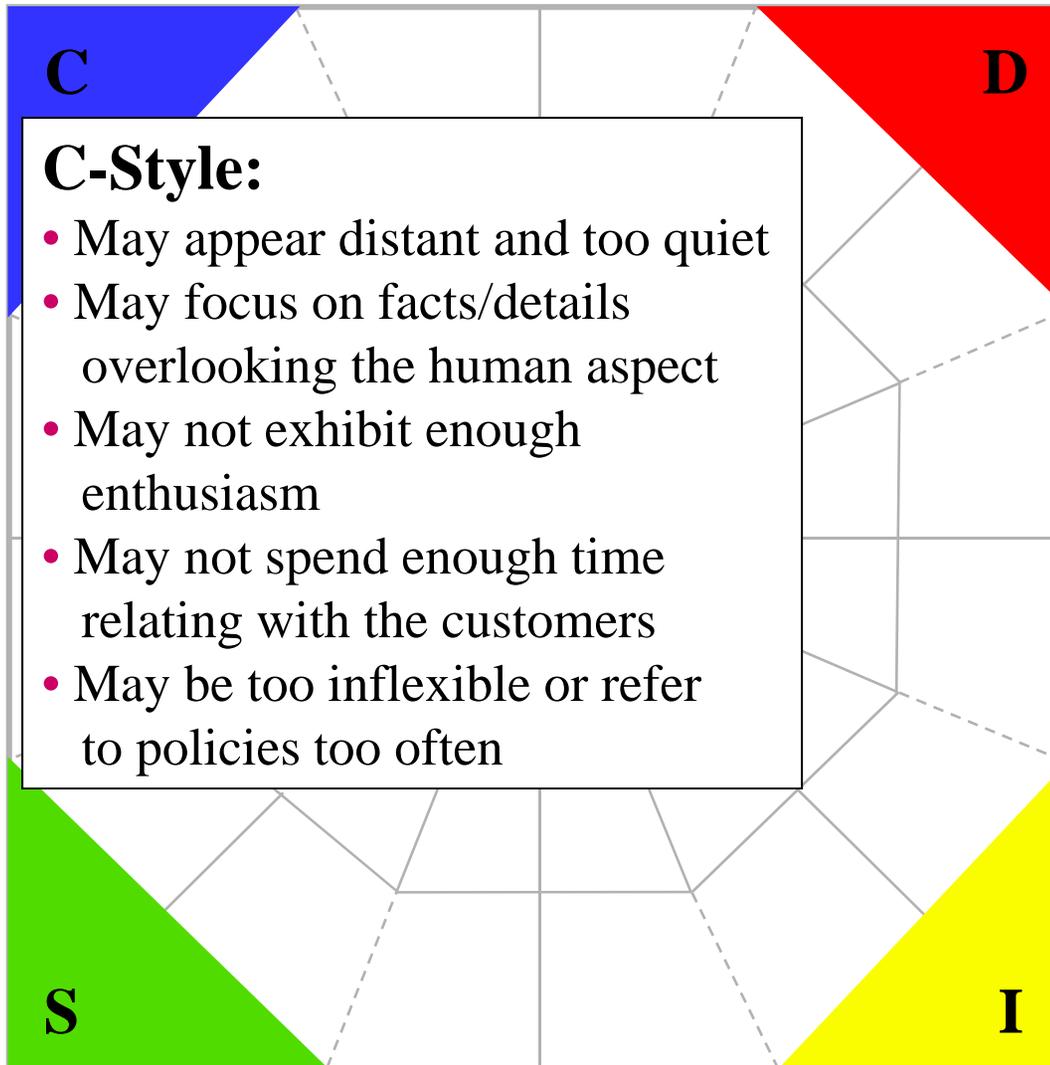
- Thorough with details and facts, an expert
- Systematic and exact
- Provides consistent service
- Aims for perfection
- Strives for quality and correctness
- Focuses on the issues
- Does not get emotional
- Gets help when doesn't know

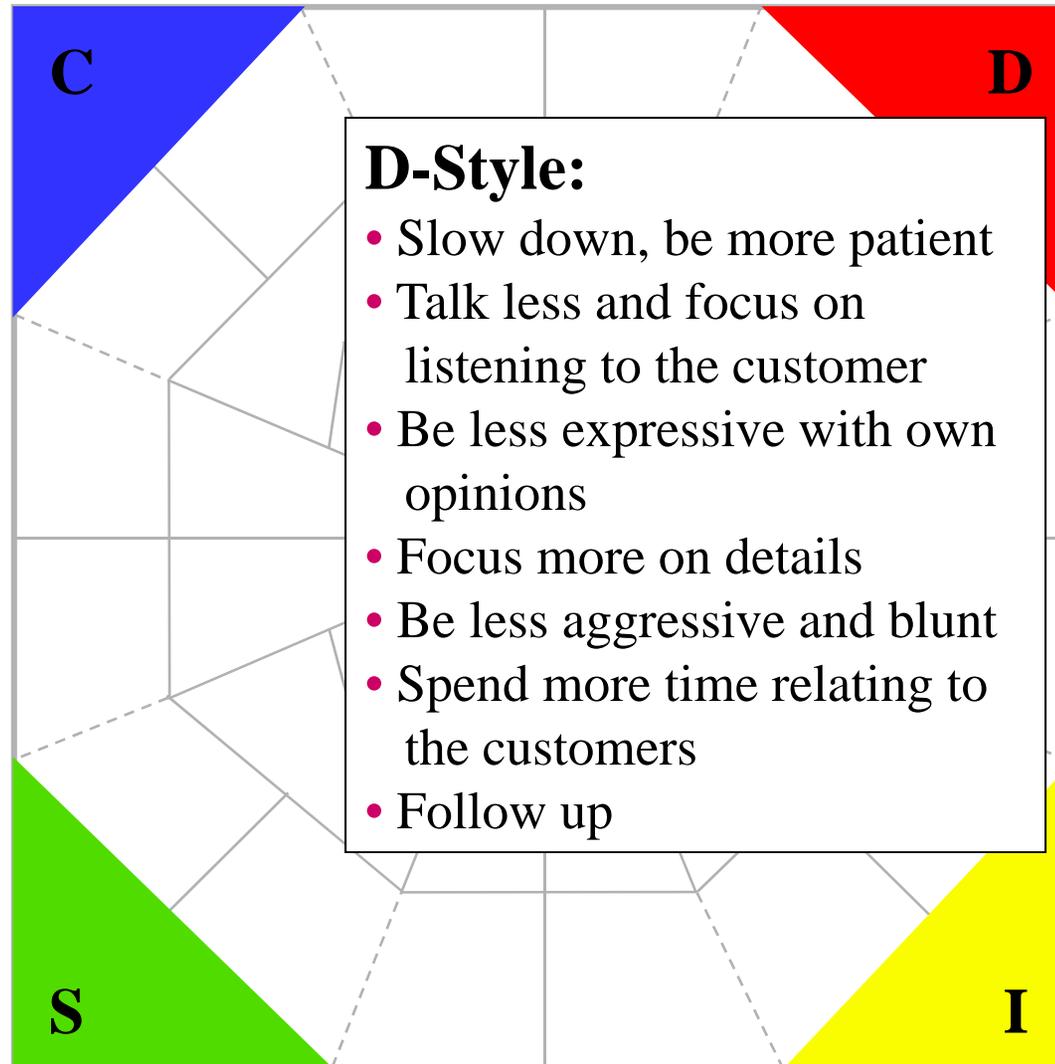
S**I**

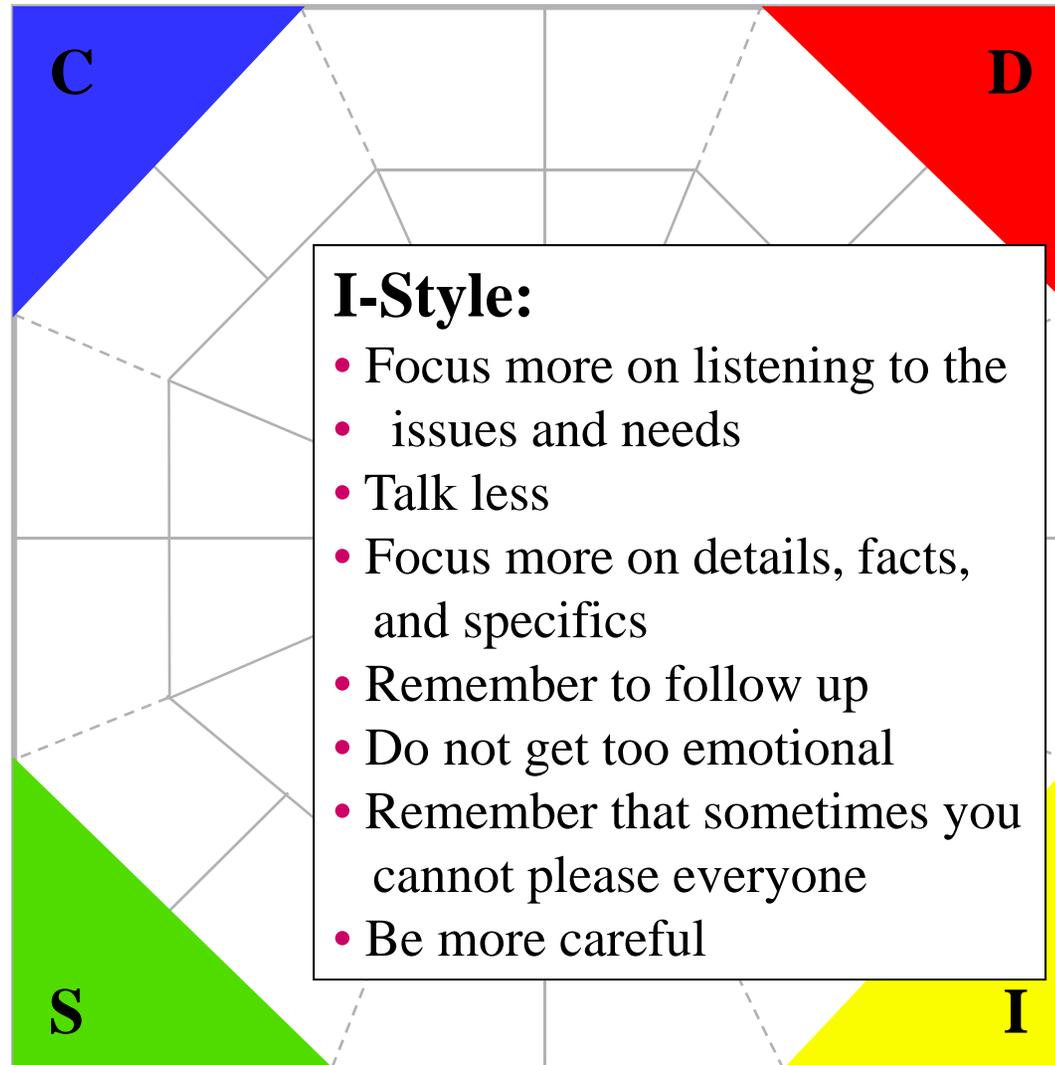


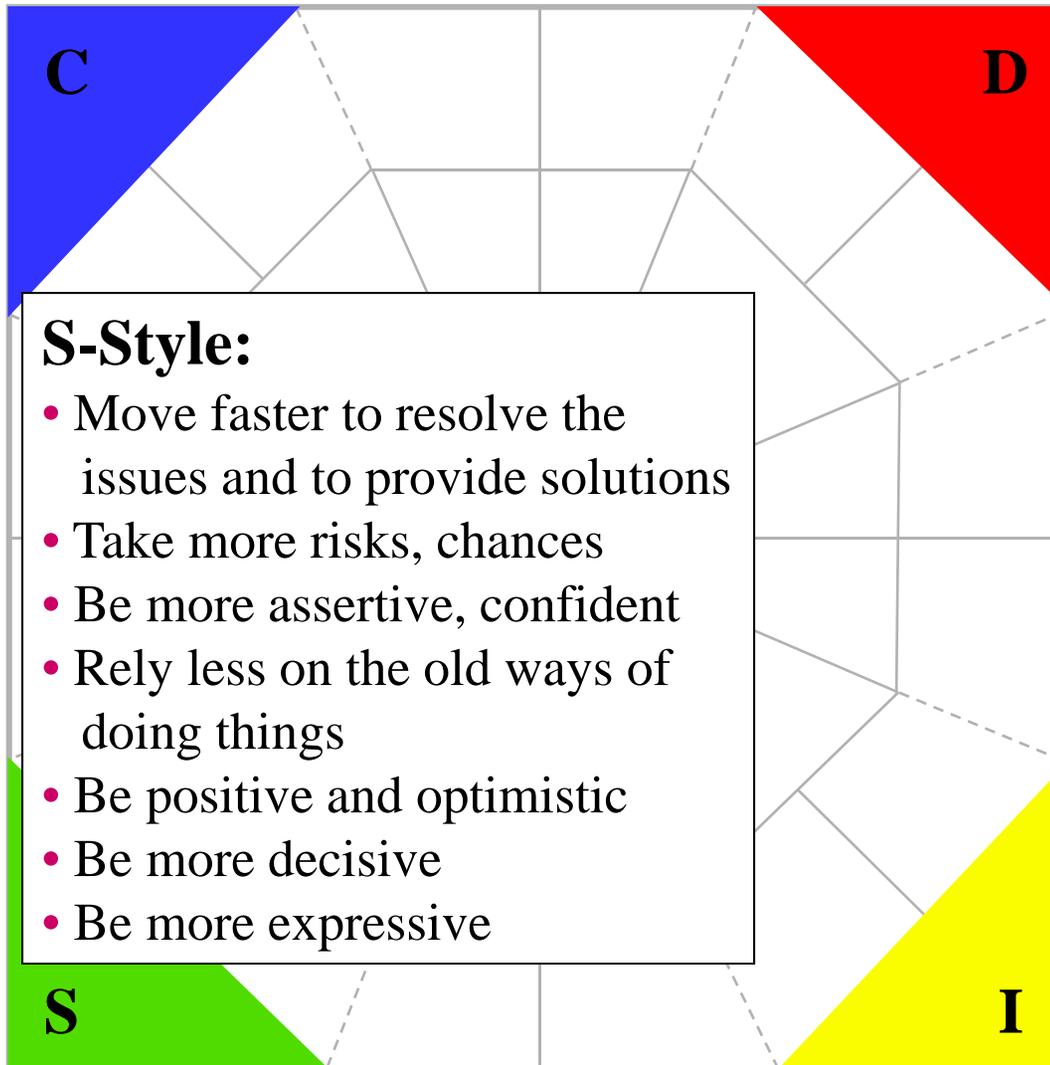


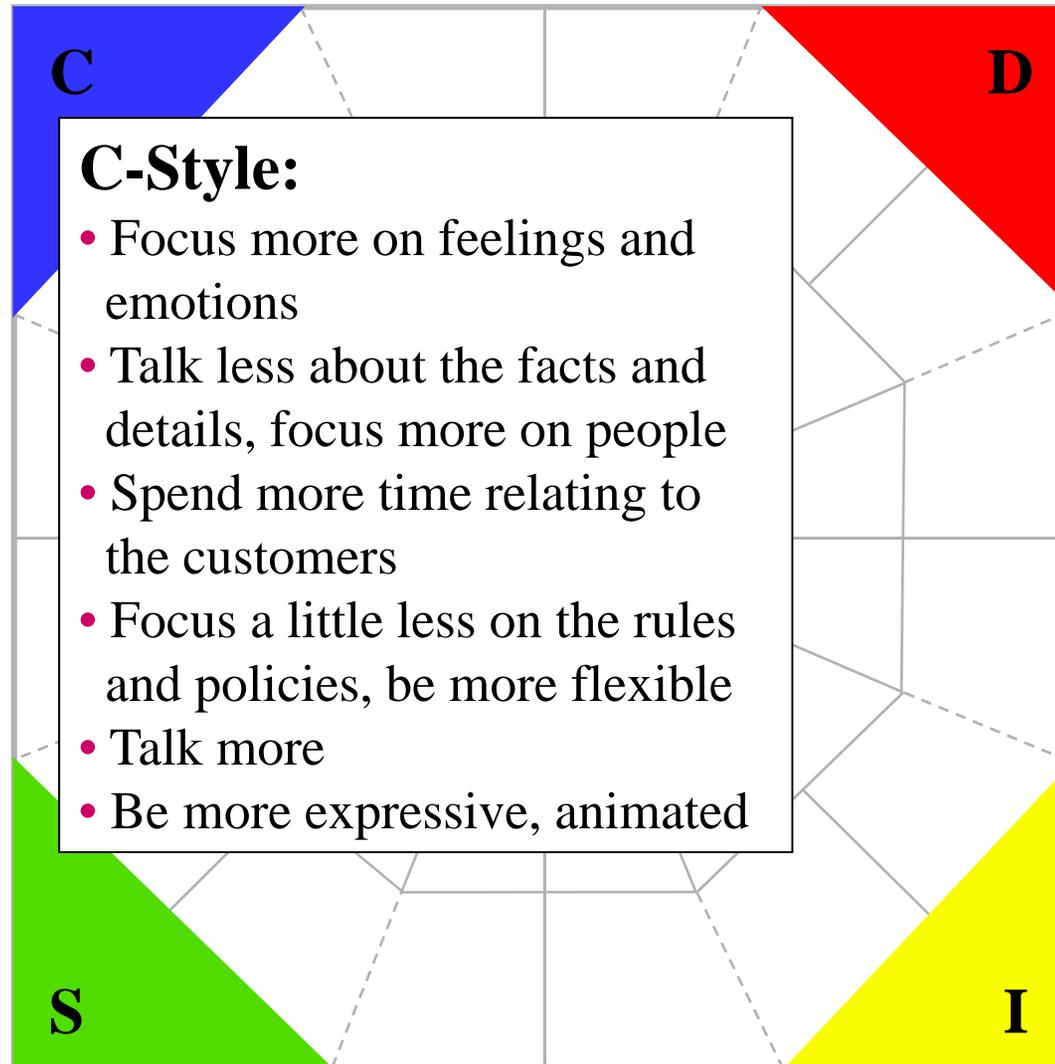


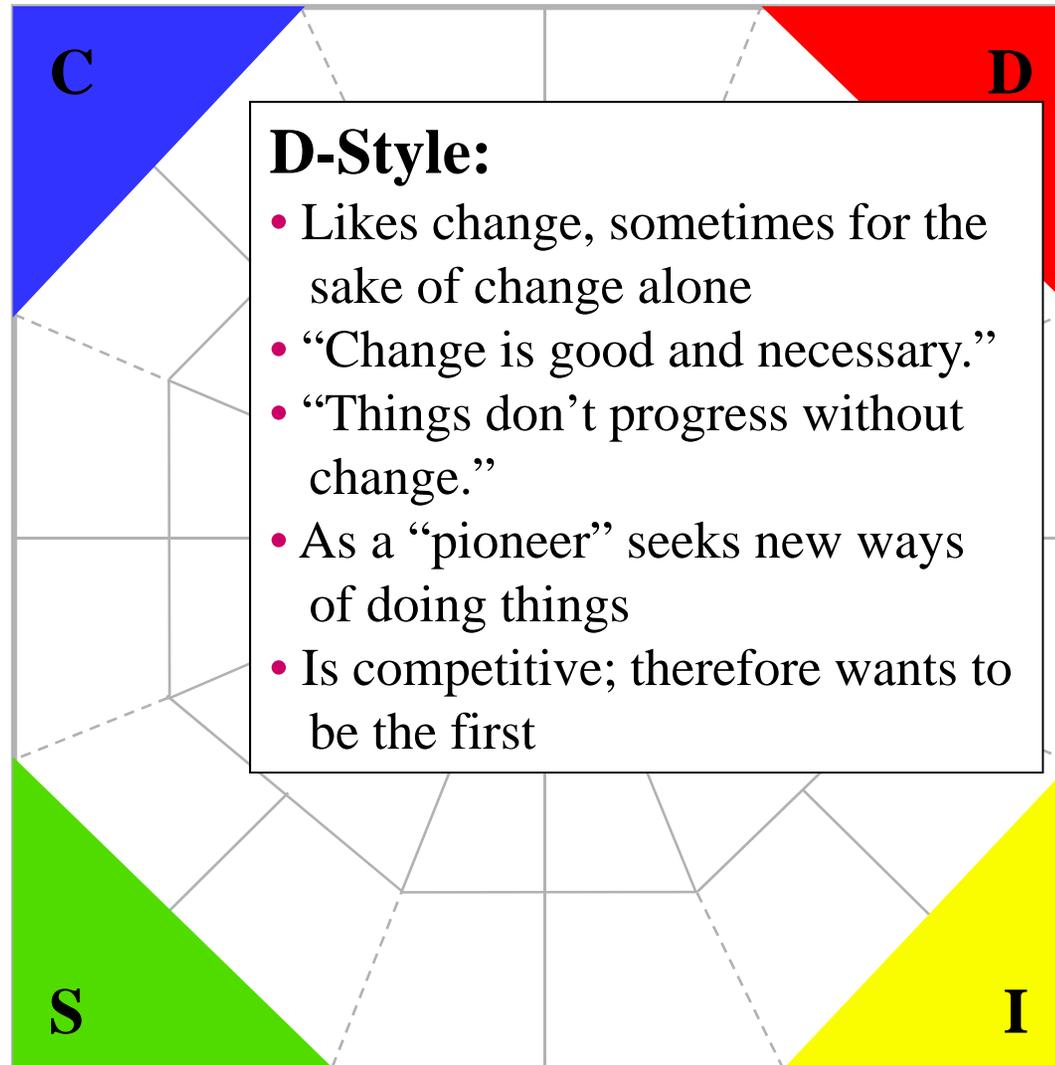


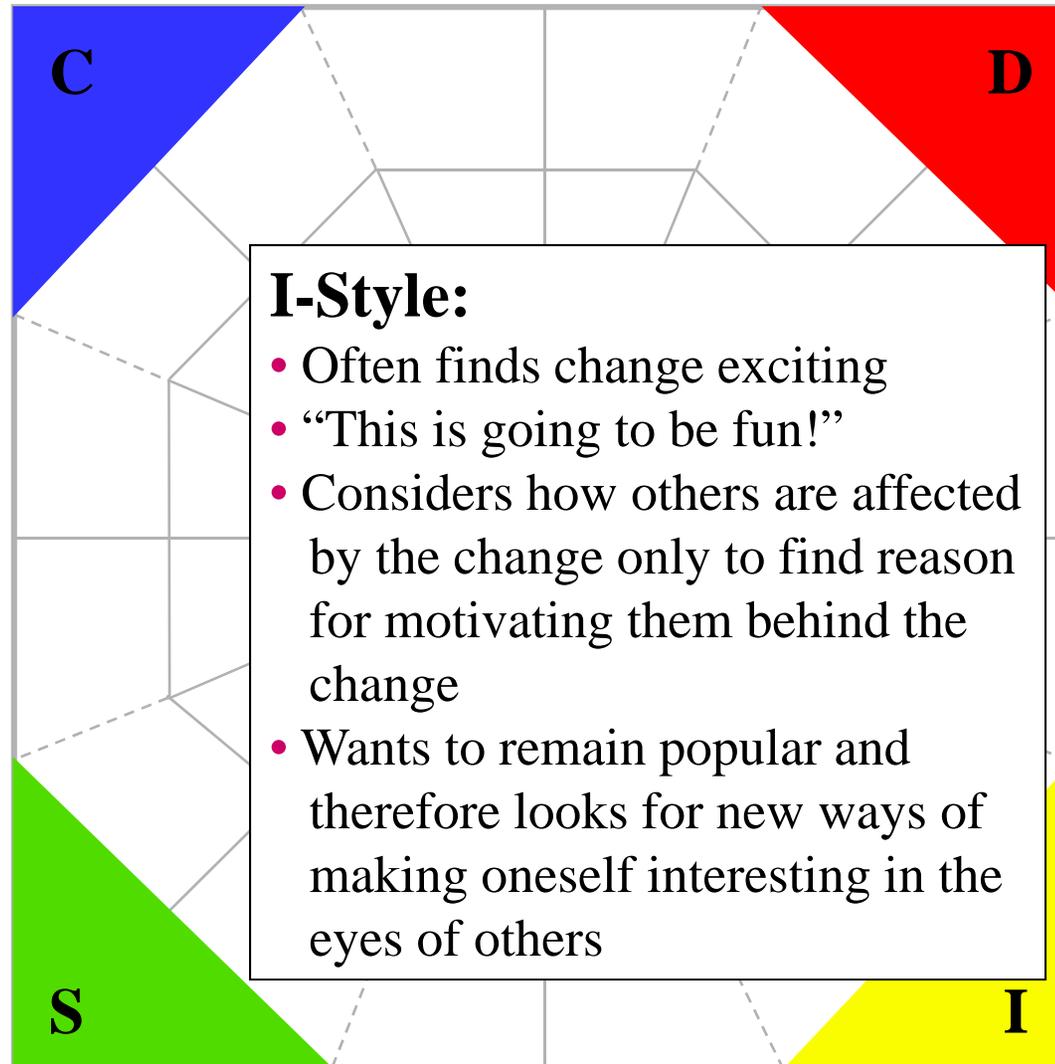


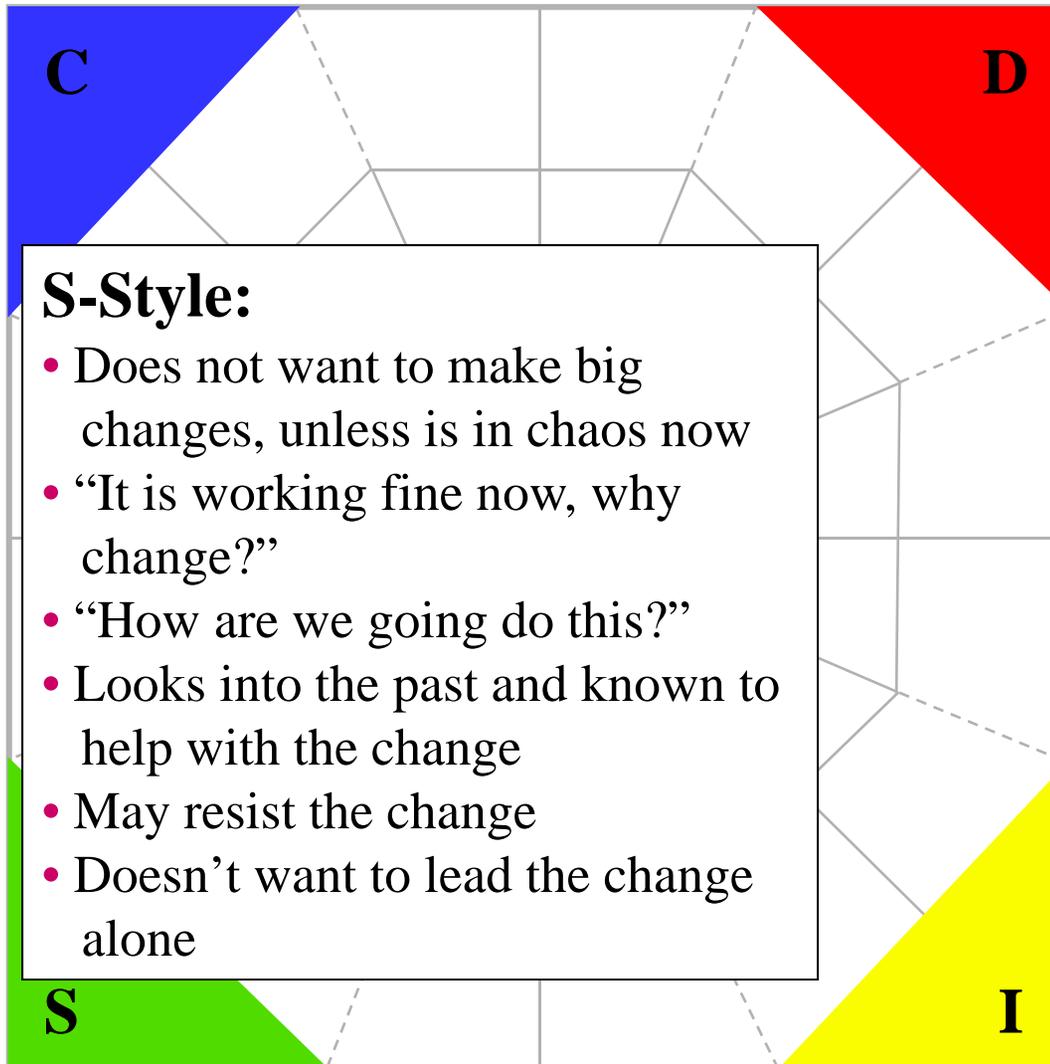


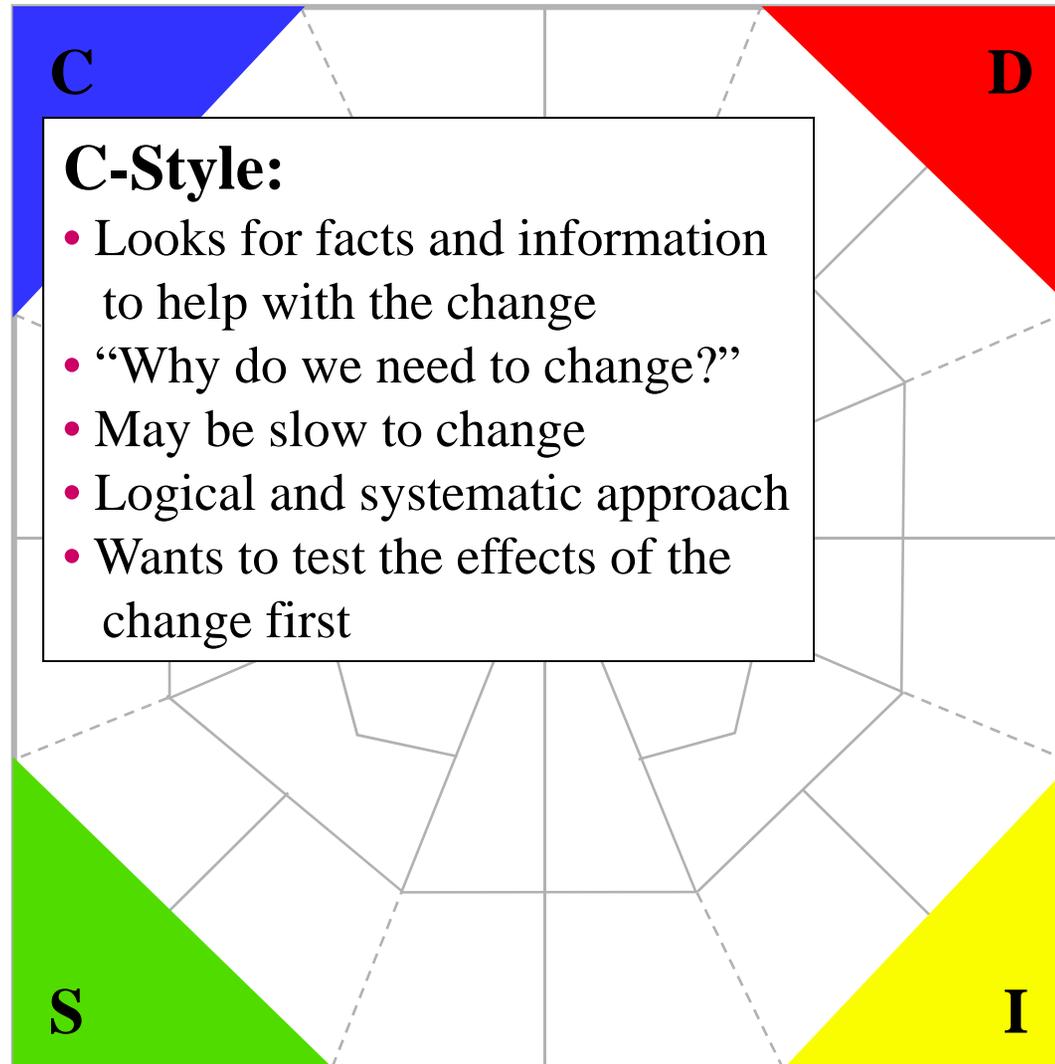




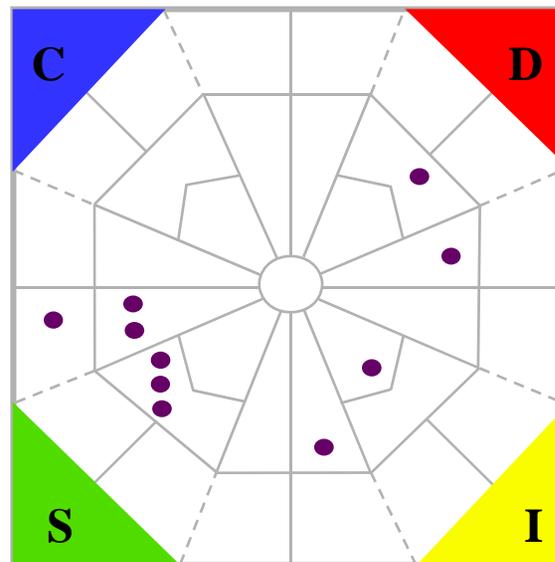




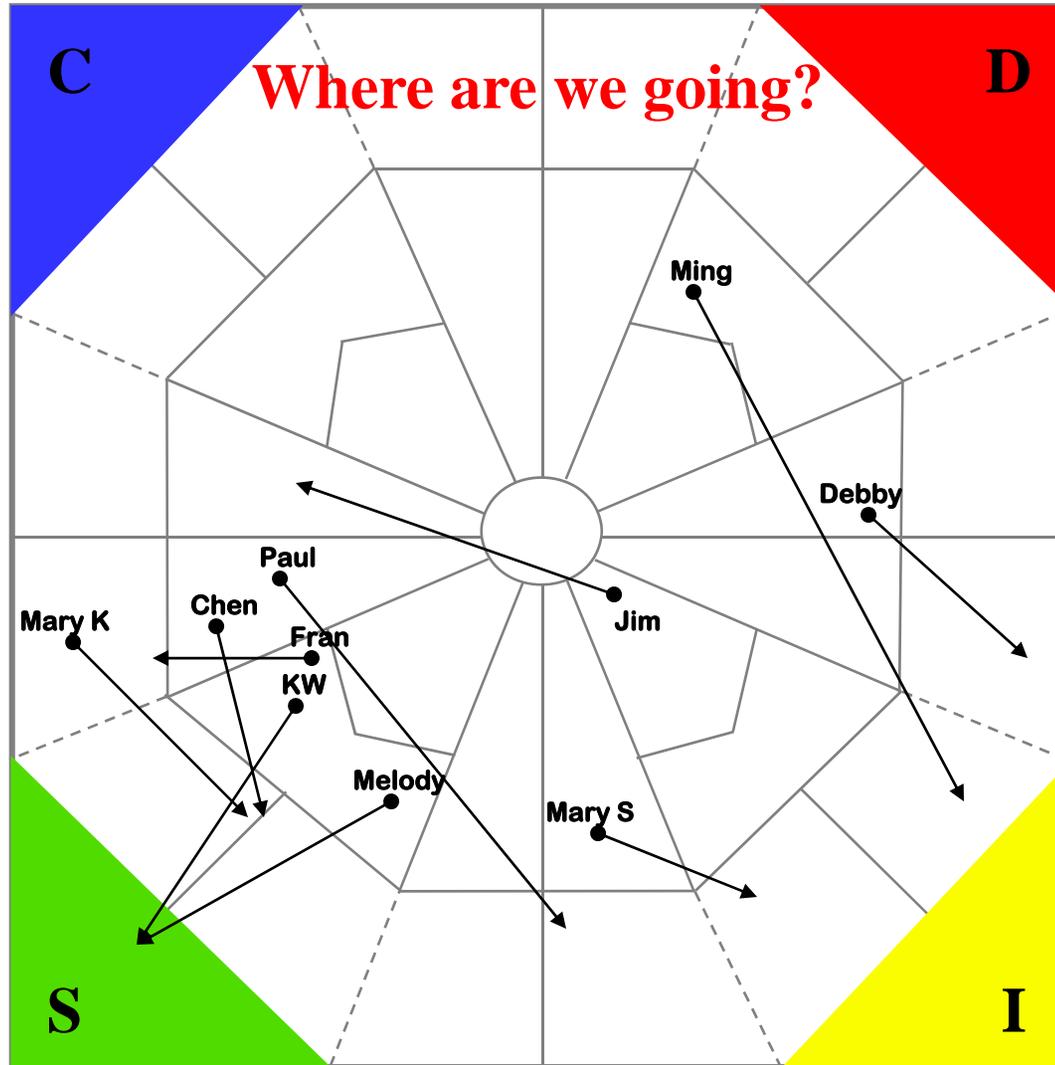




- What are our strengths?
- What are our weaknesses?
- Do we have concentration of styles?
- How does that affect our team? Blind spots?
- What styles are we missing?
- How can we compensate for them?



Team Analysis - Arrow Map



Team Analysis - Arrow Map

- What type of adjustments are we making?
- Do the adjustments make sense for our team?
- If yes, why?
- If not, why not?
- What can we do to improve our performance?

