Intuition
Thinking

Sensing

C
Logical, careful
Formal, disciplined
Precise, follows rules
 Withdrawn, shy
Does not express opinions
Gets stuck in details
Does not take risks
Calm, steady, careful, patient
Good listener, modest
Trustworthy
Resists new ideas
Does not express
Does not seek change
Stubborn

Thinking

Feeling

D
Decisive, tough
Strong-willed
Competitive, demanding
Independent, self-confident
Aggressive, blunt
Self-centered, overbearing
Exceeds authority

Intuition

S

I
Talkative, open, sociable
Enthusiastic, energetic
Persuasive
Flamboyant, frantic
Careless, indiscreet
Excitable, hasty
Loses sense of time
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

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I-Style

• Sociable
• Talkative, open
• Enthusiastic
• Energetic
• Persuasive

• **Under pressure** - disorganized
• **Fear** - social rejection
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
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
D-Style

- **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
• 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

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C-Style

• **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
C-Style

• 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
D-Style

Pros and cons

Pushy control-expert

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

Pros and cons

Expressive human relations-expert

+ enthusiastic  - too intuitive
+ active  - emotional
+ relationships expert  - butterfly
+ fast starter  - 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          - slow
+ persistent        - does not see forest for
+ matter-of-fact    the trees
+ facts are important - difficult to approach
                              - an “expert”
## Behavioral Styles

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

<table>
<thead>
<tr>
<th>D</th>
<th>I</th>
<th>S</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication</strong></td>
<td><strong>Selling and inspiring</strong></td>
<td><strong>Often only to one direction, he/she listens</strong></td>
<td><strong>Better in written communication</strong></td>
</tr>
<tr>
<td>Often to only one direction, he/she talks</td>
<td>Talks a lot, but not about details</td>
<td>Answers when asked</td>
<td>Doesn’t exactly express disagreeing views</td>
</tr>
<tr>
<td>Own opinions as facts</td>
<td>Avoids unpleasant subjects</td>
<td>Talks calmly</td>
<td>Includes a lot of facts and details</td>
</tr>
<tr>
<td>May be blunt</td>
<td>Good in providing constructive feedback</td>
<td>Creates trust</td>
<td>May lose essentials</td>
</tr>
<tr>
<td>Good in disciplining</td>
<td>Not always direct</td>
<td>Talks about topics he/she masters</td>
<td>Doesn’t talk about opinions or abstract matters</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Better in one-to-one situations</td>
<td>Extremely diplomatic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Perspective</th>
<th>$13,287,543.57</th>
<th>$13,287,543.57</th>
<th>$13,287,543.57</th>
<th>$13,287,543.57</th>
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</thead>
<tbody>
<tr>
<td>Authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is Based On</td>
<td>Fear</td>
<td>Charisma</td>
<td>Experience</td>
<td>Distance</td>
</tr>
<tr>
<td></td>
<td>Power</td>
<td>Motivation</td>
<td>Expertise</td>
<td>Rules and standards</td>
</tr>
<tr>
<td></td>
<td>Distance</td>
<td>Atmosphere</td>
<td>Bureaucratic status</td>
<td></td>
</tr>
</tbody>
</table>

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## Behavioral Styles

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

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

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# Behavioral Styles

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

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## Behavioral Styles

<table>
<thead>
<tr>
<th>D</th>
<th>I</th>
<th>S</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>+Same wavelength (if no overlapping responsibilities)</td>
<td>+Presentation</td>
<td>+Reliable</td>
<td>+Expertise</td>
</tr>
<tr>
<td>+Influence</td>
<td>+Clinical</td>
<td>+Peaceful</td>
<td>+Professional skills</td>
</tr>
<tr>
<td>-Makes a lot of fuss</td>
<td>-Resists change</td>
<td>-Slow, unimaginative</td>
<td>-Focuses on nitty gritty</td>
</tr>
<tr>
<td>-Butterfly</td>
<td></td>
<td></td>
<td>-Non-enterprising</td>
</tr>
<tr>
<td>+Results oriented</td>
<td>+Humane</td>
<td>+Reliable</td>
<td>+Accuracy</td>
</tr>
<tr>
<td>+Holds direction</td>
<td>+Nice person</td>
<td>+Sustainable</td>
<td>+Amount of knowledge</td>
</tr>
<tr>
<td>-Doesn’t understand people</td>
<td>-Depresses</td>
<td>-Spoils the fun</td>
<td>-Boring, cold</td>
</tr>
<tr>
<td>-Uncooperative</td>
<td>-Distant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+Courage</td>
<td>+Takes care of talking</td>
<td>+Reasonable</td>
<td>+Good teammate</td>
</tr>
<tr>
<td>+Ability to take risks</td>
<td>+Presents well</td>
<td>+Not a threat</td>
<td>-Cold, sober</td>
</tr>
<tr>
<td>-Inconsiderate</td>
<td>-Unreliable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-Disturbs</td>
<td>-High flyer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+Clear opinion</td>
<td>+Social skills</td>
<td>+Not a threat</td>
<td>+Doesn’t disturb</td>
</tr>
<tr>
<td>+Responsible</td>
<td>+Sympathetic</td>
<td>+Neutral</td>
<td></td>
</tr>
<tr>
<td>-Autocrat</td>
<td>-Rambler</td>
<td>-Committee-minded</td>
<td></td>
</tr>
<tr>
<td>-Full of steam</td>
<td>-Superficial</td>
<td>-Not sharp enough</td>
<td></td>
</tr>
</tbody>
</table>
Let’s Do It Together

Let’s Do It As Agreed

Let’s Do It Happily

Let’s Do It How It Should Be

Let’s Do It Right

Do It Now

Let’s Do It
D-Style

Short fuse, irritated easily.
“Black or white/Right or Wrong” steamroller.
Exceeds authority.
“Motivates” with fear.
Poor listener.
Impatient in delegating.
Over-delegates and over-directs.
Insensitive and undiplomatic.
Self-centered.
Styles Overused

I-Style

Impulsive.
Unrealistic in assessing people.
Not interested in details.
Unorganized.
Listening skills depend on the situation.
Overly optimistic.
Overly trusting.
Protests.
S-Style

Worships status quo.
Resists changes - is afraid and
hesitates in changing environment.
Slow to move without directions.
Instead of delegating, completes the
task.
Bears a grudge, envious.
Leans on others.
Inexpressive - nods even when
disagrees.
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.
What we say to D-styles: “Don’t pressure us so much!”

Their response: “We must start right now!”
What we say to I-styles: “Stop talking all the time!”

Their response: “Getting to know people and experiencing positive things are very important to our team.”
What we say to S-styles:
“Don’t always resist everything!”

Their response:
Holding on to basic values will keep our team on the right course.
What we say to C-styles:
“Don’t be so theoretical!”

Their response:
Before we start, we must
first understand issues
thoroughly.
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.

C
Don’t be so theoretical!
Before we start, we must first understand issues thoroughly.

D/C
Don’t be so harsh!
Sometimes you need to shake up things to get moving.

D
Don’t pressure us so much!
We must start right now.

S/C
Stop trying to achieve perfection!
Exactness and matter-of-fact approach ensure the success of our team.

D/I
Don’t always come up with ideas!
Ideas keep business moving and secure our future.

S
Don’t always resist everything!
Holding on to basic values will keep our team on the right course.

I/S
Don’t always worry about everything!
It is important to remember the needs of others.

I
Stop talking all the time!
Getting to know people and experiencing positive things are very important to our team.

C

D

S

I

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D-Style:
- 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 same time
- May have difficulty understanding others’ viewpoints/feelings
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-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 to 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
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
Behavioral Styles in Teams

C

Takes into account the surroundings, analyzes problems. Handles issues thoroughly.

D

Creates new systems, makes decisions. Controls activities.

S

Checks the new ideas. Provides context to issues.

I

Provides emotional support, maintains personal contacts. Creates activity, inspires others.
Communication and Styles

D-style:

- Direct, even blunt
- Dominates the communication
- To one direction: from him/her to others
- Focuses on results, little on small talk
- Impatient listener, may not listen at all
- Communicates own views and opinions as facts
Communication and Styles

I-style:
- Very talkative
- Often is not direct
- Avoids unpleasant issues
- Inspiring and selling style
- Does not listen for very long
- Speaks about people and feelings
- Talks about the pleasant and fun issues, avoids details
Communication and Styles

S-style:

- Creates trust
- Talks calmly
- Talks about issues he/she masters
- Often to one direction; he/she listens
- More comfortable in one-on-one communication
- Can see things from many viewpoints, patient listener
C-style:

- May lose essentials
- Fairly quiet and reserved
- Focuses on providing detailed information
- Does not talk about personal issues openly
- Critical listener if issues not presented logically
- Does not easily talk about own view and opinions
Remember when Communicating with:

**D-Style:**
- Be direct
- Provide alternatives
- Ensure he/she wins
- Disagree only on facts
- Enjoy the battle
- Do not be emotional
- Do not dominate
- Act quickly, he/she decides fast
- Do not “walk over” him/her
Remember when Communicating with:

I-Style:
- Be a friend, do not ignore
- Schedule time for chatting
- Have fun and act silly
- Let him/her speak
- Give recognition
- Speak about people and feelings
- Remember to follow up
- Move closer
Remember when Communicating with:

**S-Style:**
- Slow down your presentation
- Build trust
- Focus on people
- Provide the information he/she needs
- Present issues logically
- Secure commitment piece by piece
- Be sincere, do not dominate
Remember when Communicating with:

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
D-style:

- Be more patient
- Talk less, listen more
- Allow time for “small talk”
- Slow down your presentation
- Focus more on feelings and emotions
- Be careful not to dominate the interaction
- Be careful not to come across as blunt and impolite
I-style:

- Be more direct
- Keep to the subject
- Talk less, listen more
- Remember to follow up
- Do not get too emotional
- Slow down your presentation
- Focus more on details and facts
- Be careful not move too close to others
S-style:

- Talk more
- Focus a little less on details
- Speed up your presentation
- Keep emotions under control
- Be more expressive and animated
- Be careful not to come across as too opinionated
- Be more results-oriented in your communication
Communication and Your Style

C-style:

- Talk more
- Be more expressive
- Spend more time chatting
- Focus on being more inspiring
- Speak more about people and emotions
- Talk less about detail, facts and figures
- Be careful not to appear cold, impolite and distant
D-style:

- Impatient listener
- May interrupt frequently
- Focuses on the big picture
- “So what’s the bottom line?”
- How does this affect/benefit me?
- May assume control and starts to talk
- May not pay attention at all if not interested in the topic
I-style:

- May talk too much
- Enjoys the interaction
- Provides a lot of feedback
- May not assess what is said
- Gets enthusiastically involved
- Does not pay attention to details
- Focuses on the feelings/emotions
- May lose concentration and get sidetracked
S-style:

- Pays attention
- Patient listener
- Focuses on the message
- May nod even when disagrees
- Does not offer a lot of feedback
- May focus on the negative and subdue excitement
- May interrupt and resist if the message creates change
C-style:

- May get hung up in details
- Looks for logic in presentation
- Does not provide much feedback
- Asks a lot of questions if interested
- Attentive listener if interested in the topic
- Can be critical and/or look for mistakes, errors, etc.
D-Style:
- Wants to make the decisions
- Fast
- Comfortable with ‘cold’ decisions
- Keeps the big picture in mind
- Independent
- Does not follow rules
- May exceed authority level
- Doesn’t need a lot of information
- Takes risks
- May forget the effects on people
I-Style:
- Feeling based
- Relatively fast
- Looks for the “popular” and/or favorable decision
- Keeps people in mind
- Does not need a lot of supporting information
- May overlook details
- Optimistic about the outcomes
S-Style:
• May postpone the final decision
• Wants to double check
• Slow
• Looks for precedents
• Looks for more information
• Is cautious
• Tries to avoid risks
• Looks for support
• Considers the effects on others
C-Style:
- May not make the final decision
- Needs a lot of supporting information
- Is able to consider a large amount of information
- Avoids risk
- Slow
- Follows rules
- Concentrates on fact and details
- May forget the big picture
D-style:

**Do:**
- Give immediate feedback
- Concentrate on subject
- Maintain result-orientation

**Don’t:**
- Frustrate her desire to start action
- Restrict his power
- Spend time on non-essentials
How To Motivate Different Styles

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-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
**How To Motivate Different Styles**

**C-style:**

**Do:**
- Give detailed information
- Be open to questions
- Give time to think and prepare

**Don’t:**
- Keep information to yourself
- Pressure for immediate answers
- Force to use power
Benefits and Challenges to the Supervisor

**D-Style:**

**Benefits:**
- Is independent
- Does not disturb
- Does not need a lot of personal attention

**Challenges:**
- May exceed levels of authority
- May rebel, can be stubborn
- Works own way and according to own schedule
Benefits and Challenges to the Supervisor

I-Style:

**Benefits**
- Is not shy
- Takes responsibility for the development of atmosphere
- Generates new ideas

**Challenges**
- May talk too much
- May not concentrate
- Focuses on the pleasant issues
- Procrastinates decision making
Benefits and Challenges to the Supervisor

S-Style:

Benefits
• Reliable
• Stays within area of responsibility
• Completes the task

Challenges
• Requires support in changing environment
• May ponder too much
• Holds to principles
Benefits and Challenges to the Supervisor

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
Benefits and Challenges to the Team

D-Style:

Benefits
- Shows direction
- Prevents chatter
- Takes care of own projects
- Keeps the team moving

Challenges
- May underestimate others
- May not listen to others
- May be too blunt
- May order others
Benefits and Challenges to the Team

I-Style:

Benefits
• Finds the brighter side
• Sells the ideas to the team
• Acts as the positive spearhead

Challenges
• Head in the clouds
• May disturb the daily routines
• May not listen to the issues
• May want to please too much
Benefits and Challenges to the Team

S-Style:

Benefits
• Ensures tasks are completed
• Helps and supports others
• Conscience of the team

Challenges
• May oppose new ideas
• Receives but does not provide information
• Cannot estimate own team critically
Benefits and Challenges to the Team

C-Style:

Benefits
- Keeps focus on the issues
- Acts as the internal controller
- Provides focus
- Provides the analytical side

Challenges
- May be too much by oneself
- May be too straight at times
- May be overly critical
Attitude Toward Teamwork

D-Style:

- Unnecessary waste of time
- Everyone should have own areas of responsibility
- The results measure success
Attitude Toward Teamwork

I-Style:

- Important way to influence others
- Increases a sense of togetherness
- Makes work more meaningful
Attitude Toward Teamwork

S-Style:

- Creates security
- Ensures everyone’s working toward same goal(s)
- Important in ensuring a flow of information
Attitude Toward Teamwork

C-Style:

• Clarifies the delegation of responsibility
• Must be kept formal
• Must not become waste of time
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.
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.
The Signs of Stress

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.
The Signs of Stress

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

- Give possibility to participate in problem solving and decision making.
- Give your undivided attention when you are listening to him/her.
- Give everyone equal opportunities to influence.
- Be genuinely interested in him/her as a person.
- Give possibility to talk freely about feelings without criticism and with attention.
- Make sure that he/she can take responsibility for his/her work.
- Keep him/her excited and active by encouraging, assuring and taking into consideration.
- Notice both team and personal success.
- Give everyone equal opportunities to influence.
D-Style:

- Opportunity to influence supervisor and move own goals forward.
- Expects to get to speak.
- Wants to talk about changes.
Development Discussions –
Expectations by Subordinate

I-Style:

• Opportunity to get to know the supervisor better.

• Expects balanced exchange of ideas.

• Hopes that the supervisor provides new ideas.
Development Discussions – Expectations by Subordinate

S-Style:

• Opportunity to receive information on the plans of the organization.

• Expects to be the receiving participant.

• Wants the supervisor to make a plan of action for him/her.
C-Style:

- Opportunity to receive clearer instructions.
- Wants to analyze issues that have occurred.
- Wants statistics and instructions to do the talking.
D-Style:

• Would ask the subordinate what the topics of the discussion are.
• Would let subordinate develop solutions.
• Would avoid being superior others.
• Would avoid talking about negative issues.
I-Style:

- Would make own goals clear.
- Would follow up.
- Would have patience to listen to the subordinate.
- Would also discuss negative issues.
Development Discussions – You Would Be a More Effective Supervisor, if…

S-Style:

- Would more clearly express own opinions.
- Would hold on to own opinions.
- Would not get into chatter and avoid the issues.
Development Discussions – You Would Be a More Effective Supervisor, if…

C-Style:

- Would emphasize positive issues.
- Would talk about own feelings and thoughts.
- Would not appeal to rules of the discussion and other people.
- Would smile.
Development Discussions – You Would Be a More Effective Subordinate, If…

D-Style:

- Would be more willing to discuss.
- Would listen to the view(s) of supervisor.
- Would keep his/her cool and patience.
Development Discussions – You Would Be a More Effective Subordinate, If…

I-Style:

- Would stop to listen and not think what will say back.
- Would not take things personally and emotionally.
- Would recognize own principles that are based on emotions.
S-Style:

- Would be quicker in expressing what really thinks.
- Would not nod when does not agree.
- Would allow him/herself the opportunity to openly listen to new suggestions.
C-Style:

- Would not analyze new ideas too quickly.
- Would bring up opportunities.
- Would talk about own feelings.
- Would believe in the impossible for a moment.
Identifying Customer Styles

C: Facts/Task Orientation

TALKS ABOUT:
Facts, analyses, details, rules, instructions

5 Senses
How things are

TALKS ABOUT:
Agreements, principles, past, proofs, one’s team

S: People/Feelings Orientation

D: Facts/Task Orientation

TALKS ABOUT:
Goals, oneself, hard values, results, change

6th Sense
How things could be

TALKS ABOUT:
People, team-spirit, good things, future, oneself

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Identifying Customer Styles: D-style

- 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 same time
- 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
| 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 |
Identifying Customer Styles: C-style

<table>
<thead>
<tr>
<th>C</th>
<th>D</th>
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</thead>
<tbody>
<tr>
<td>• Is quiet</td>
<td></td>
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<tr>
<td>• Focuses on details</td>
<td></td>
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<tr>
<td>• Proceeds cautiously</td>
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<tr>
<td>• Asks many questions</td>
<td></td>
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<tr>
<td>• Not comfortable with physical contact</td>
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<tr>
<td>• Appears reserved and somewhat timid</td>
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<tr>
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<tr>
<td>• Makes decision only after studying pertinent facts/issues</td>
<td></td>
</tr>
<tr>
<td>• May be very critical; criticism based on facts, not opinions</td>
<td></td>
</tr>
</tbody>
</table>
Adjusting Our Styles

Customer Service
Identifying Customer Styles

**Facts/Task Orientation**

- C
  - **TALKS ABOUT:** Facts, analyses, details, rules, instructions

- D
  - **TALKS ABOUT:** Goals, oneself, hard values, results, change

**People/Feelings Orientation**

- S
  - **TALKS ABOUT:** Agreements, principles, past, proofs, one’s team

- I
  - **TALKS ABOUT:** People, team-spirit, good things, future, oneself

**5 Senses**
- How things are

**6th Sense**
- How things could be
• Is aggressive
• May be blunt
• Is demanding
• Very impatient
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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
Identifying Customer Styles: 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
Customer Service - Strengths

D-Style:
- Resolves issues quickly
- Takes responsibility
- Comes up with new solutions
- Is decisive
- Is responsive and fast
- Handles new situations well
- Can handle pressure well
- Focuses on the issues
- Does not get emotional
- Handles issues independently
Customer Service - Strengths

I-Style:
- Outgoing and positive
- Easy to approach and makes customers feel comfortable
- Is seen as open and friendly
- Gets excited and enthusiastic
- Puts customers in a good mood and creates a positive atmosphere
- Enjoys interacting with new people
Customer Service - Strengths

**S-Style:**
- Remains calm and steady
- Is patient listener, finds out the needs/issues
- Reliable and thorough
- Builds and maintains trust
- Good with fact and details
- Appears easy-going, pleasant, and neutral
- Fair and just
- Accepting and warm
Customer Service - Strengths

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
Customer Service - Challenges

D-Style:
• Impatient listener - may not discover the true need/issue
• Tendency to offer solutions too quickly
• May exceed level of authority
• May get into arguments with the customers
• May not show enough empathy and understanding
• May lack diplomacy
Customer Service - Challenges

I-Style:
• May overlook the details and facts
• May spend too much time talking, not enough listening
• May mix issues and emotions
• May procrastinate with the difficult/unpleasant issues
• May forget to follow up
• May want to please too much and promises too much
Customer Service - Challenges

S-Style:
- May be slow to move and decide in new situations
- Inexpressive
- May not show enough enthusiasm
- May refer to the rules and appear inflexible
- May focus too much on the negative and be pessimistic
- Bureaucratic
Customer Service - Challenges

C-Style:
- May appear distant and too quiet
- May focus on facts/details overlooking the human aspect
- May not exhibit enough enthusiasm
- May not spend enough time relating with the customers
- May be too inflexible or refer to policies too often
**D-Style:**
- Slow down, be more patient
- Talk less and focus on listening to the customer
- Be less expressive with own opinions
- Focus more on details
- Be less aggressive and blunt
- Spend more time relating to the customers
- Follow up

Customer Service – How to Improve
I-Style:
• Focus more on listening to the issues and needs
• Talk less
• Focus more on details, facts, and specifics
• Remember to follow up
• Do not get too emotional
• Remember that sometimes you cannot please everyone
• Be more careful
Customer Service – How to Improve

S-Style:
• Move faster to resolve the issues and to provide solutions
• Take more risks, chances
• Be more assertive, confident
• Rely less on the old ways of doing things
• Be positive and optimistic
• Be more decisive
• Be more expressive
Customer Service – How to Improve

C-Style:
• Focus more on feelings and emotions
• Talk less about the facts and details, focus more on people
• Spend more time relating to the customers
• Focus a little less on the rules and policies, be more flexible
• Talk more
• Be more expressive, animated
D-Style:

• Likes change, sometimes for the sake of change alone
• “Change is good and necessary.”
• “Things don’t progress without change.”
• As a “pioneer” seeks new ways of doing things
• Is competitive; therefore wants to be the first
I-Style:
- Often finds change exciting
- “This is going to be fun!”
- Considers how others are affected by the change only to find reason for motivating them behind the change
- Wants to remain popular and therefore looks for new ways of making oneself interesting in the eyes of others
S-Style:
- Does not want to make big changes, unless is in chaos now
- “It is working fine now, why change?”
- “How are we going do this?”
- Looks into the past and known to help with the change
- May resist the change
- Doesn’t want to lead the change alone
C-Style:
• Looks for facts and information to help with the change
• “Why do we need to change?”
• May be slow to change
• Logical and systematic approach
• Wants to test the effects of the change first
• 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?
Where are we going?
• 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?