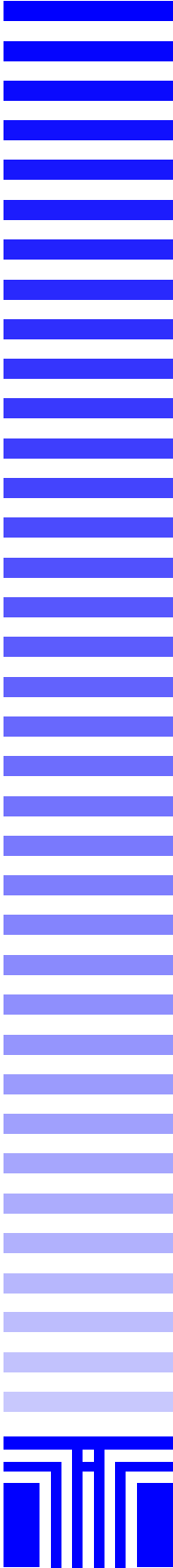


COMMUNICATING WITH STYLE™

*"He who knows others is learned.
He who knows himself is wise."
-Lao Tse*

Jane Doe

12/17/99



INTRODUCTION

One's ability to interact effectively with people may be the difference between success or failure in our work or personal life. Effective interaction starts with an understanding of our individual communication style.

This system was designed to provide you with information about your own communication style. This report can be readily shared with others.

Read and "star" those statements that are most important to you. Share this information with your friends both on and off the job.

CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important to you. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with you most frequently.

Do:

- Be clear, specific, brief and to the point.
- Provide ideas for implementing action.
- Stick to business--let her decide if she wants to talk socially.
- Talk about her, her goals and the opinions she finds stimulating.
- Provide questions, alternatives and choices for making her own decisions.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Present the facts logically; plan your presentation efficiently.
- Deal with details in writing, have her commit to modes of action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Plan interaction that supports her dreams and intentions.
- Support the results, not the person, if you agree.

DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with you. Read each statement and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Try to build personal relationships.
- Legislate or muffle--don't overcontrol the conversation.
- Come with a ready-made decision, or make it for her.
- Ask rhetorical questions, or useless ones.
- Be curt, cold or tight-lipped.
- "Dream" with her or you'll lose time.
- Reinforce agreement with "I'm with you."
- Let disagreement reflect on her personally.
- Ramble on, or waste her time.
- Direct or order.
- Leave decisions hanging in the air.

COMMUNICATION FLEXIBILITY

Since people are different, the needs they have, and that must be met, are also different. The information in this section will help you identify types of people and provide you with the strategies to meet their needs.

"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

- Fast-paced speech
- Comes on strong
- Impatient
- Direct
- Tries to control the situation

Factors that will improve communication with this Style:

- Be clear, specific, brief, and to the point and value their time.
- Stick to business - let them decide if they want to talk socially.
- Come prepared with all requirements, objectives, support material in well-organized "package."
- Present the facts logically and efficiently.
- Provide facts and figures about probability of success of ideas, or effectiveness of options.
- Take issue with facts, not the person, if you disagree.
- Support the results, not the person, if you agree.
- Support and maintain an environment where they can be efficient.
- Read the body language - look for impatience or disapproval.

Factors that will create tension or dissatisfaction with this Style:

- Over controlling the situation
- Telling them what to do

COMMUNICATION FLEXIBILITY

"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

- Friendly and talkative
- Impulsive
- Uses many hand gestures while speaking
- Shows much emotion
- Imprecise about the use of time

Factors that will improve communication with this Style:

- Be positive and upbeat.
- Talk about goals and opinions they find stimulating.
- Deal with details in writing, have them commit to modes of action.
- Ask for their opinions/ideas regarding people.
- Provide ideas for implementing action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide testimonials from people they see as important.
- Provide a warm and friendly environment.
- Read the body language for approval or disapproval.

Factors that will create tension or dissatisfaction with this Style:

- Over controlling
- Displaying your impatience

COMMUNICATION FLEXIBILITY

"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

- Patient
- Easy going
- Unemotional voice
- Reserved
- Deliberate - methodical

Factors that will improve communication with this Style:

- Start, however briefly, with a personal comment. Break the ice.
- Show sincere interest in them as a person; find areas of common involvement; be candid and open.
- Patiently draw out personal goals and work with them to help them achieve those goals; listen; be responsive.
- Present your case softly, non-threateningly with a sincere tone of voice.
- Ask "how?" questions to draw their opinions or comments.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Look for hurt feelings, personal reasons, if you disagree.
- Provide guarantees that their decision will minimize risks; give assurance that provides them with benefits.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Provide a friendly environment.

Factors that will create tension or dissatisfaction with this Style:

- Overselling or stressing new ideas
- Dominate with active body language

COMMUNICATION FLEXIBILITY

"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

- Speaks slowly
- Asks questions about facts and data
- Deliberates
- Uses few gestures
- Skeptical
- Suspicious

Factors that will improve communication with this Style:

- Prepare your "case" in advance.
- Approach them in a straightforward, direct way; stick to business.
- Make an organized contribution to their efforts; present specifics, and do what you say you can do.
- Take your time, but be persistent and use a sincere tone of voice.
- Draw up a scheduled approach to implementing action with step-by-step timetable; assure them that there won't be surprises.
- Follow through, if you agree.
- Make an organized presentation of your position, if you disagree.
- Give them time to verify reliability of your actions; be accurate, realistic.
- Provide solid, tangible, practical evidence.
- Minimize risk by providing guarantees over a period of time.
- Give them time to be thorough, when appropriate.

Factors that will create tension or dissatisfaction with this Style:

- Being too blunt and direct
- Forcing them to take risks

SITUATIONAL STRATEGIES

Use this page for ideas on how to control the interaction between yourself and a person when the following situations arise. When a person is upset, you must first gain control of the situation - then read the person's style and apply the appropriate strategy.

PERSON

Skeptical, Suspicious

Nervous, irritable, high strung

Pessimistic, grouchy, complaining

Egotistical, opinionated, high hat

Argumentative, blustering

Silent, secretive

STRATEGY

Agree on minor points and expand. Be conservative in assertions.

Use a quiet, tactful, soothing manner.

Listen patiently, ask questions to find out their real concerns.

Flatter their ego. Concentrate on getting results.

Create response by challenging in a sincere manner.

Be more personal than usual to draw them out.

ACTION PLAN

Name: Jane Doe

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.

To communicate more effectively with _____, I need to:

- 1.
- 2.
- 3.

The Communication skills I need to develop are:

- 1.
- 2.
- 3.
- 4.

I agree to practice the listed communication techniques for each person designated.

Signed: _____ Date: _____

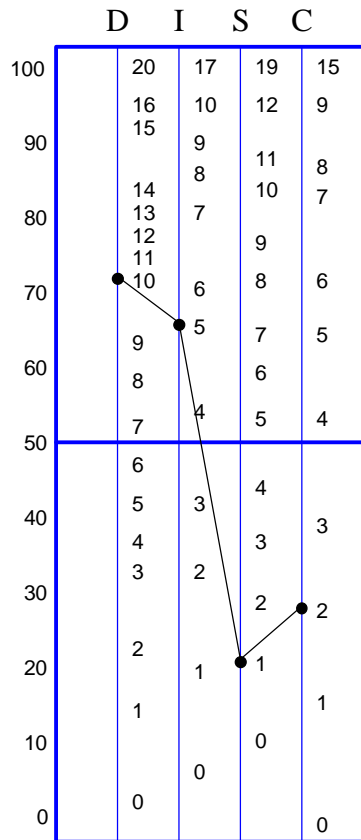
Date to Review: _____

STYLE ANALYSIS GRAPHS

Jane Doe

12/17/99

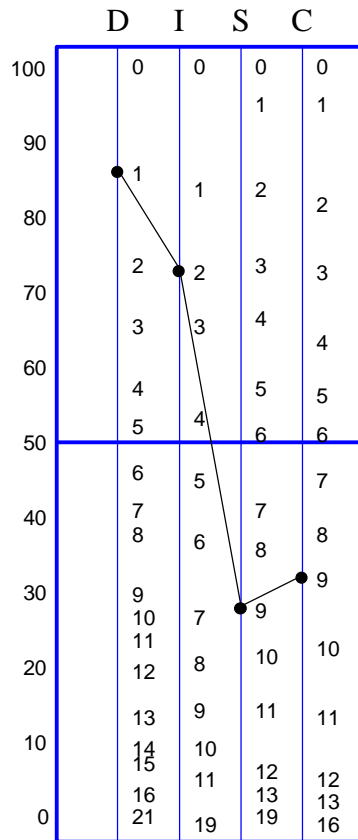
MOST
Graph I
Adapted Style



Score
%

10	5	1	2
72	66	22	29

LEAST
Graph II
Natural Style



1	2	9	9
86	73	29	33

THE SUCCESS INSIGHTS WHEEL™

The Success Insights Wheel™ is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

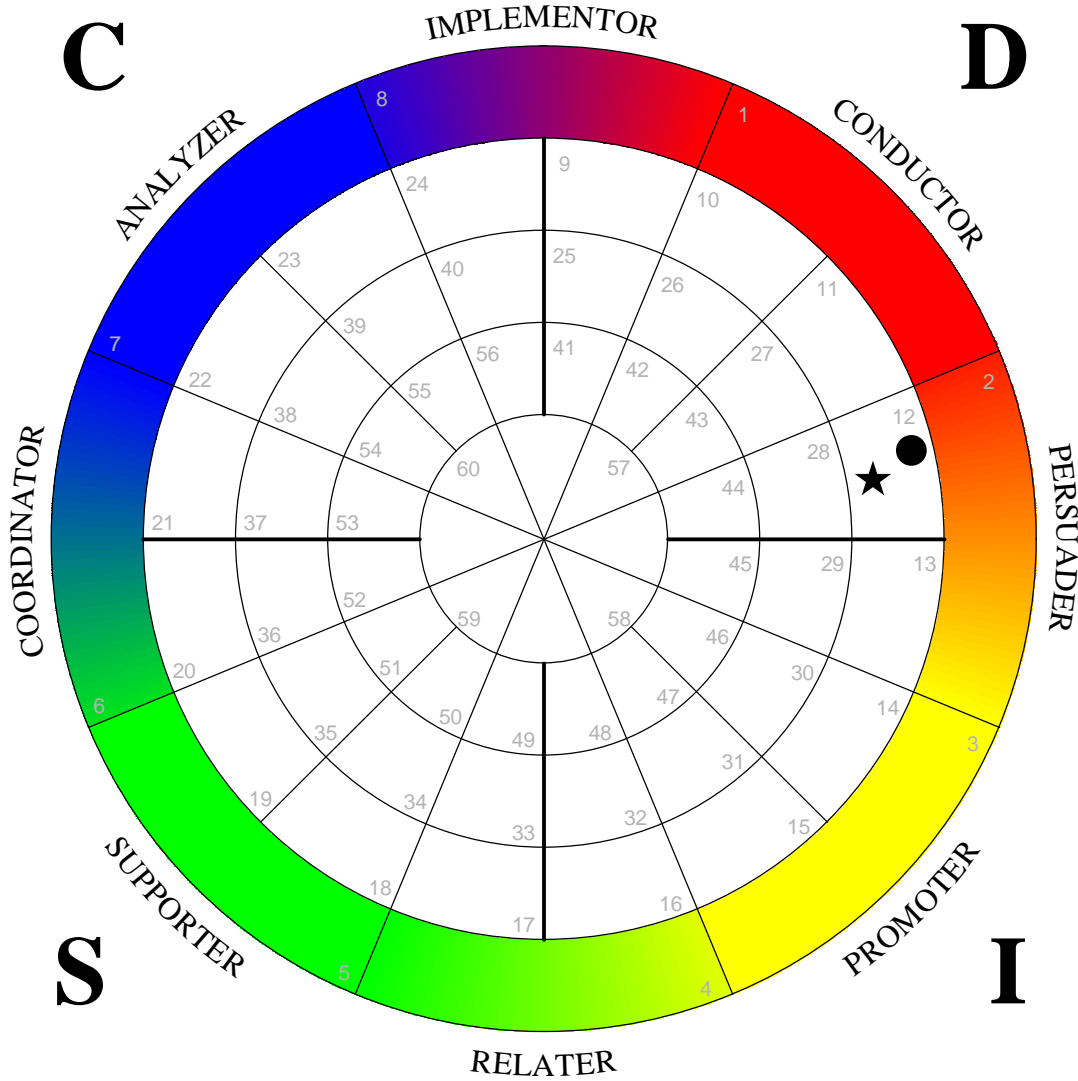
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the DISC behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

THE SUCCESS INSIGHTS WHEEL™

Jane Doe
12/17/99



Adapted: ★ (12) CONDUCTING PERSUADER
Natural: ● (12) CONDUCTING PERSUADER