

# HR Profiling Solutions Ltd

## Individual Assessment Report

This report is based on the responses given in the online questionnaire. This report should not be the sole criterion for making decisions about oneself. The purpose of this report is to provide supporting information for the respondent in self-development

## Joy Jones

Organisation:

ABC

Date:

23.07.2012



**Joy Jones**

Organisation:      Date:

**ABC**                      **23.07.2012**

## Introduction to Your Assessment

Joy, you have undoubtedly realised that your success is determined to a great extent by how well you interact with other people. Your ability to effectively relate, communicate, influence and motivate others is a crucial skill in succeeding in your profession and creating successful, long-term relationships with customers, prospects, colleagues, subordinates, managers, friends and family members.

You have probably noticed it is very easy to get along with certain people. You almost instantly and effortlessly understand the other person and the communication just flows. It is a lot more than just mutual understanding of what is being said, it is as if the person sees you and the rest of the world in very similar terms.

However, with most people interactions take more effort and they do not flow as easily. You cannot quite understand where the other person is coming from, what they really want and what their intentions are. You may also have an uncomfortable feeling the other person is experiencing the same. You are likely to feel disappointed, frustrated and even tired. It takes energy, effort and concentration.

Joy, this Assessment will provide you with the map to more successful interactions with others. You will learn:

1. The four main human behavioural styles
2. Who you are and how others perceive you
3. How to read other people and better understand them
4. How to adjust your communication style to achieve your goals

## Brief Background of the Extended DISC® Model

Your Assessment is based on behavioural theories that have been used for over 90 years. The power of this model is that it is easy to learn, understand and use because it identifies four behavioural styles of individuals.

People can be divided in four main styles by identifying if they are more:

1. People oriented or Task oriented
2. Reserved or Active

The resulting four styles are called:

**D-style** (Dominance)

**I-style** (Influence)

**S-style** (Steadiness)

**C-style** (Compliance)

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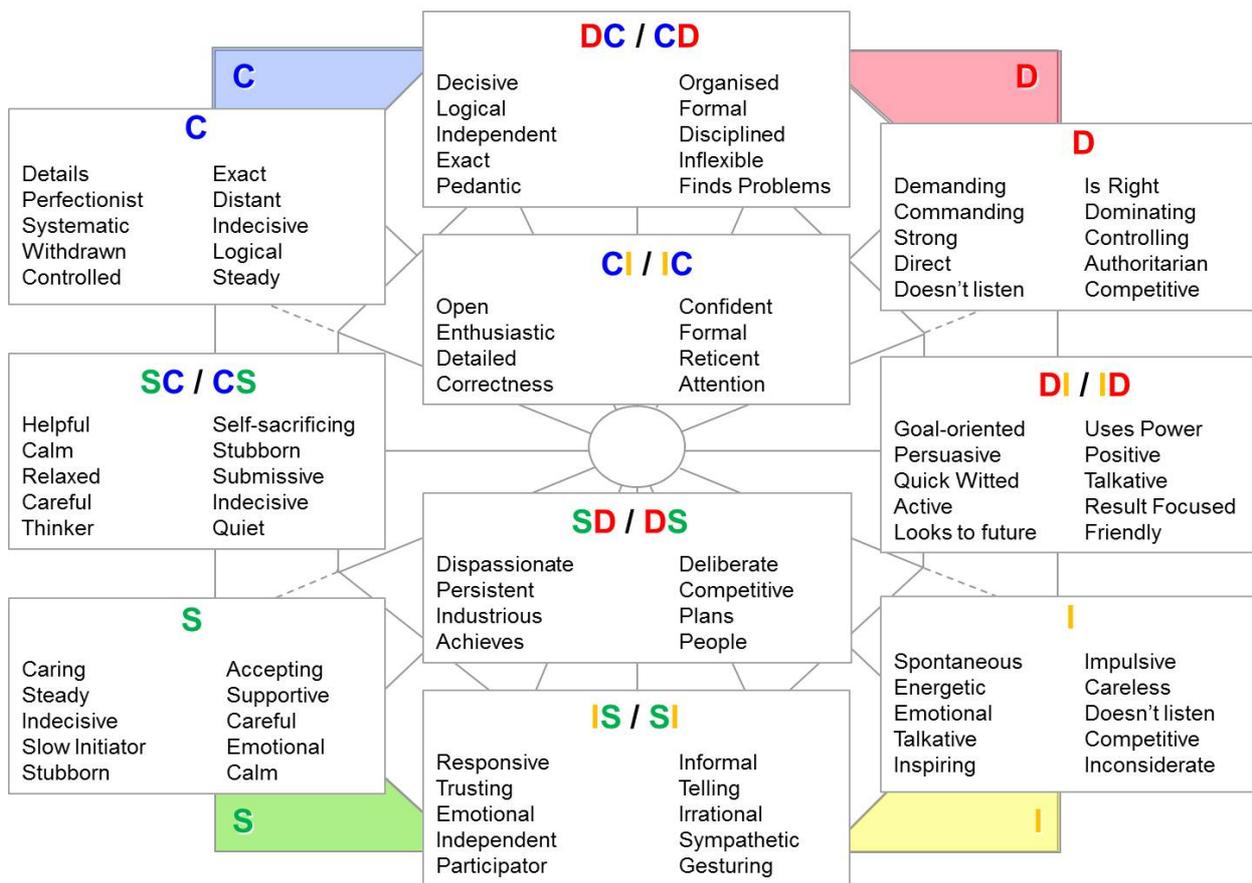
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### The DISC Behavioural Styles - The Key points

In the following pages you will learn about the four DISC styles. As you familiarise with their own unique traits and tendencies, please keep the following important points in mind:

- None of the styles are better or worse
- All styles have strengths and development areas, they just happen to be different
- Your style does not limit what you can accomplish or how successful you can be. It simply predicts how you tend to do things
- You can find all of the four styles represented by very successful people. However, the most successful people know who they are. They modify their style appropriately with different styles of people and in different situations



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## Your Profiles

The Profiles are a visual representation of your behavioural style. They are based on your responses to the questionnaire. There are no right or wrong answers.

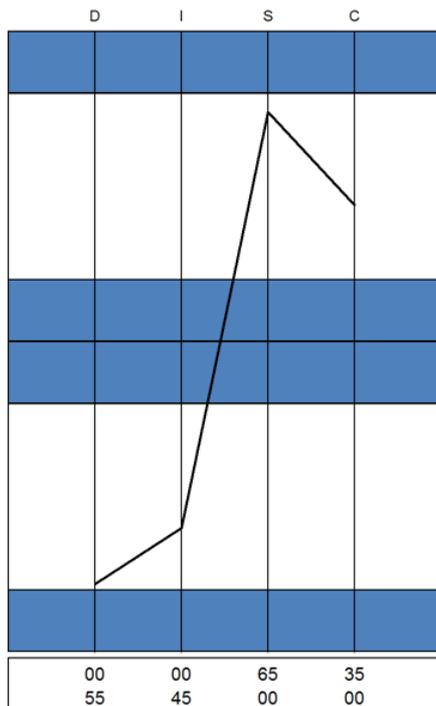
**Profile I: Perceived Need to Adjust** - Your adjusted style shows how you believe you must adjust to meet the demands of your present environment.

**Profile II: Natural Style** - Your natural style remains fairly stable, but not rigid, over your adult life. It is the style that is most comfortable to you and uses the least energy. Most individuals are a combination of styles.

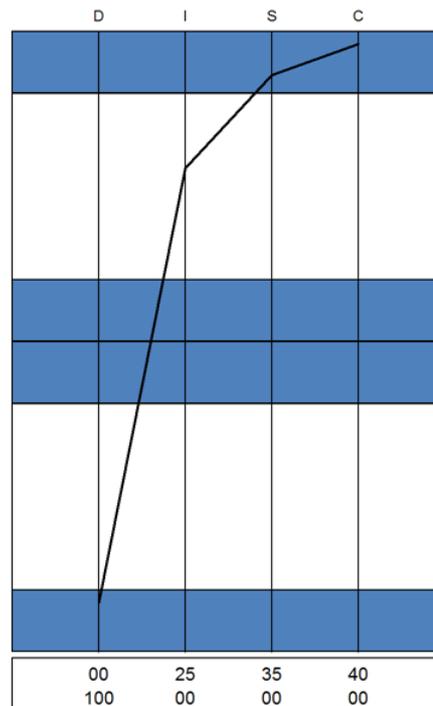
The styles (D, I, S, and C) that are above the middle line (top half of the Profile II) are your natural styles. The styles that show below the middle line means that they require more energy from you.

**There are no good or bad behavioural styles - just different ones**

**Profile I - Perceived Need to Adjust**



**Profile II - Natural Style**



Your DISC style is: CSI (C - 40%, S - 35%, I - 25%)

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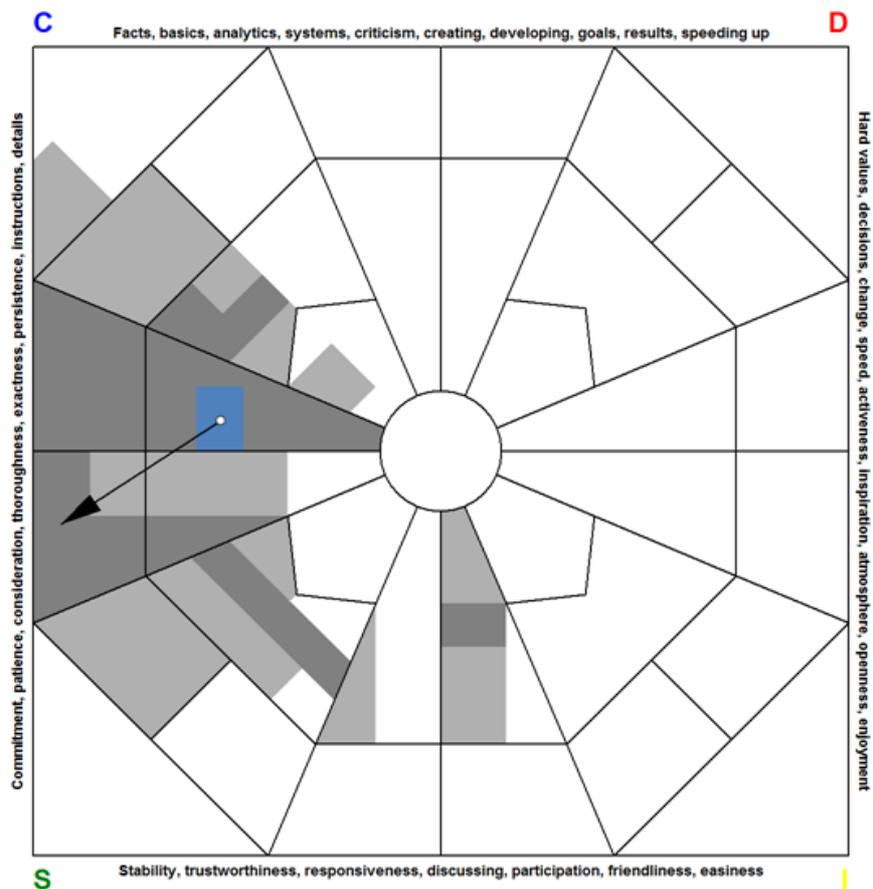
## Your DISC Style

The DISC Model is divided into four quadrants: D, I, S and C.

The area identified in colour shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioural style (D, I, S or C).

The DISC quadrant(s) that have **grey shading** represent your DISC **comfort areas** or your natural style.

The DISC quadrant(s) that have **no shading** represent DISC styles **requiring more energy** from you.



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### Joy at a glance

This page is a description of how others are likely to perceive you. In other words, while the text describes your typical behaviour as seen by others, you certainly can modify your behaviour to fit the needs of a particular situation and/or individual(s). Also, you may have already addressed the development areas by learning new skills.

### How others may perceive you:

Exact, punctual, pedantic, thorough, steady, organised, polite, undemanding, diplomatic, adjustable, follows rules and instructions, carefully social, friendly.

### How others may perceive your communication style:

This type of person increases her authority through experience and professionalism, not her ability to inspire others. Others respect her fairness, professional skill, and readiness to help - not her aggressiveness, goal-orientation nor ability to control large crowds.

### How others may perceive your decision making:

Changes and other situations demanding quick decisions are not her strongest side. She is very careful, needing to know instructions and precedents first. Consequently, she does not make quick decisions in unfamiliar circumstances. The manager/leader should consider that when dividing the tasks.

### Your strengths:

- Doesn't behave arbitrarily
- Trusts the organisation
- Gives power to others also
- Can listen
- Is friendly
- Looks for compromises
- Doesn't make foolish mistakes
- Doesn't use one's position to benefit oneself
- Honours everyone
- Stays in one's own 'territory'
- Is polite
- Is modest and adaptable

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## Your Motivators

Joy gets motivation from secure, harmonious and open surroundings where she does not have to compete with her colleagues, but where everybody has a specific role and meaning. She values clearly specified tasks and opportunities to avoid risks.

You are more likely to respond positively and feel energised if these factors are present in your work environment.

- Starting only when all directions are given
- Not having to interfere in others' matters
- Thorough instructions
- A helpful manager/leader and group
- Security through being involved
- Freedom to concentrate on own work
- Opportunities to grasp more information
- Limited assignments
- Lots of time
- Sincere incentive
- Possible goals
- A non-contradictory environment and task

Are you taking advantage of comfort areas?

**Identify two *Motivators* that are being fulfilled in your current position.**

1

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2

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**How can you increase their effect on your performance? Be specific.**

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### Situations that Reduce Your Motivation

All of us face situations on a daily basis that we do not like much and tend to drain our energy levels. The items below are likely to decrease your motivation and require more energy from you.

- Being alone
- Being the centre of everyone's attention
- Having the sole responsibility for decisions
- Having to act without directions
- Being caught between people with differing opinions
- Giving orders to others
- Making mistakes
- Insecurity about the future
- Difficult work environment
- Working without necessary knowledge
- Taking risks
- Giving the wrong information

Carefully consider *Situations that Reduce Your Motivation*. Be aware of their impact on making your goals a reality. Are you prone to procrastinate with situations/tasks that correspond to items listed above?

**Identify two *Situations that Reduce Your Motivation* that create the greatest challenge in your current position.**

1 \_\_\_\_\_

2 \_\_\_\_\_

**How can you decrease their effect on your performance? Be specific.**

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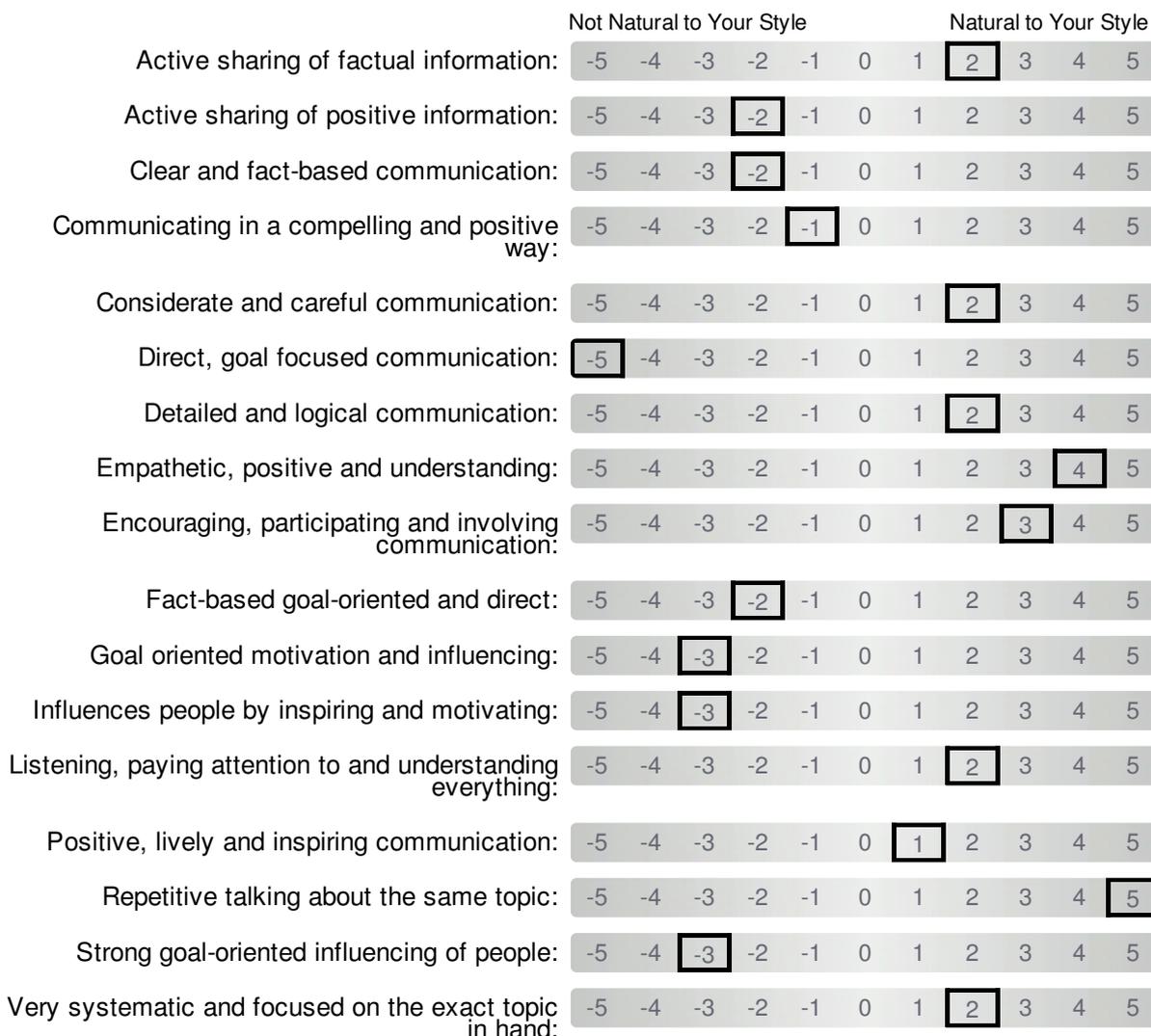
### Your Communication Style

We all have our own unique communication style. When we become aware of how we tend to communicate with others, it becomes easier to make conscious modifications to our style. These modifications improve our effectiveness with others.

#### Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify your preferred communication styles. Be conscious not to overuse them.

The **rectangles to the left side** of the graph identify communication styles requiring more energy from you. You **CAN** communicate this way, but it may require more energy and concentration.



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## How Others View Your Communication Style

Your message and your communication style come across differently to different people. While you cannot control others, you can be more aware of your natural communication style and how it is perceived by others. Then you can make the necessary adjustments in your interactions with others.

**This is how others may perceive your communication style.**

This type of person increases her authority through experience and professionalism, not her ability to inspire others. Others respect her fairness, professional skill, and readiness to help - not her aggressiveness, goal-orientation nor ability to control large crowds.

**Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalise on it more effectively?**

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**Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?**

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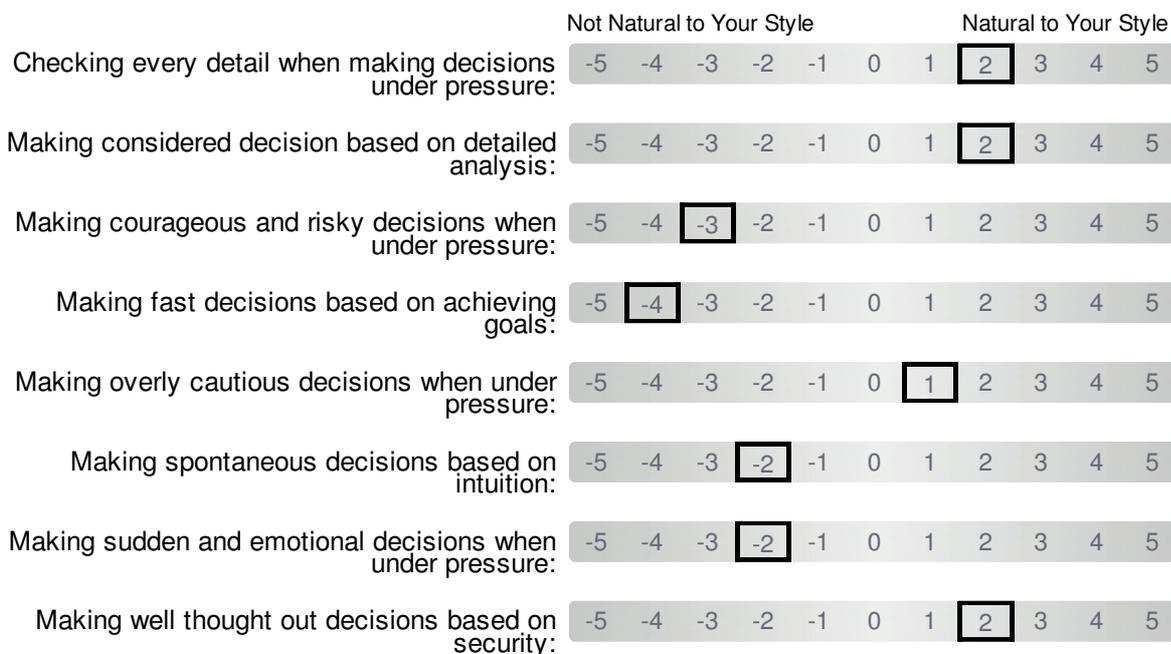
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### Your Decision Making Style

There is no best style for making decisions. However, we all have our own most comfortable way of decision making. Successful people are aware of their preferred style and make conscious adjustments based on the requirements of each unique situation. Listed in the bar graphs below are a few of the most commonly requested decision making traits. **Interpreting the bar graphs is simple:**

The **rectangles to the right side** of the graph identify your preferred decision making styles. Be conscious not to overuse them.

The **rectangles to the left side** of the graph identify decision making styles requiring more energy from you. You **CAN** make decisions this way as long as you concentrate more.



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## How Others View your Decision Making Style

No matter what you do, others will have their own perceptions of your behaviour.

**This is how your decision making style may come across to others.**

Changes and other situations demanding quick decisions are not her strongest side. She is very careful, needing to know instructions and precedents first. Consequently, she does not make quick decisions in unfamiliar circumstances. The manager/leader should consider that when dividing the tasks.

**Identify an aspect of your decision making style that is most comfortable for you. What impact does it have in your current position?**

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**Identify an aspect of your decision making style that is least comfortable for you. What impact does it have in your current position? What can you do to improve?**

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## Your Role in a Team Environment

Frequently, we have to work with others to achieve common goals. Teamwork can be enjoyable, yet challenging. By becoming more aware of how we tend to behave in team settings - and how others perceive us - will improve our performance.

### An attitude towards team work

- An important means to delegate tasks correctly
- Getting everybody to take responsibility
- A way to make the right decisions

### A role in a team

- Often adapts to the role of a performer
- To make sure that you proceed according to the plan
- Keeps to the back

### A role as a motivator

- Motivates by giving information
- Holds on to one's own responsibility
- Often forgets motivation

### A role as a performer

- An extremely trustworthy doer
- Enters into one's matter carefully
- Stays on the same thing a bit too much

### The advancement the group makes

- Things get done
- Recognising possible errors
- Staying on schedule

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## How Your Team Members Perceive Your Style

All of us contribute different talents to the overall team performance. Listed below are how others in the team are likely to perceive you.

Bringing team-mates toward the goal:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Determined speeding up of others:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Introducer of a new perspective:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Lively team member who involves others:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Making the team work together toward the goal:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Participative and talkative doer:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
People-focused and conscientious doer:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	5
Positive change agent, able to eliminate boredom:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Positive guide and advisor:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Taking care of the team atmosphere (as a team member):	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5

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## How to Identify Others' Styles

Now that you have identified your own style, the next step is to identify the styles of others so that you may then make the most effective adjustments to yours. This is a skill that takes practice, but is easy to learn.

As you become more familiar with the DISC styles, you will find some people are easy to identify. You will quickly think to yourself: "She is a D-style" or "He is an S-style." These individuals are predominantly one style and can be identified easily.

The rest of the people you encounter will take a little more effort. However, it is a simple, three step process of identifying a person's style:

**Step 1. Observe**

**Step 2. Assess**

**Step 3. Recognise**

### Step 1: Observe

When you meet a someone, pay attention to traits such as:

- what the person talks about
- how they say it – type of words (e.g. "I" vs. "We"), type of questions (e.g. "what?", "why?")
- body language
- tonality

You will discover that observing behaviours will become second nature. Soon you will observe behaviours without thinking.



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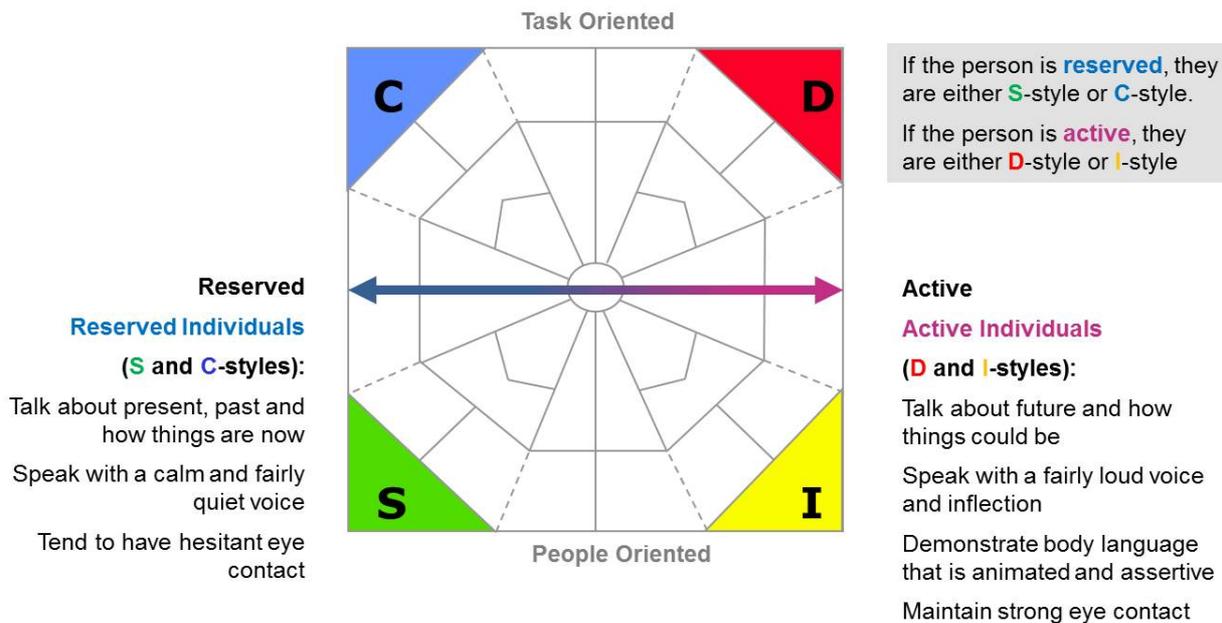
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## Step 2: Assess

Based on your observations, determine if the individual is more:

- Active
- Reserved



### If the individual is Active, he/she is either D-style or I-style

- Talk about future and how things could be
- Speak with a fairly loud voice and inflection
- Demonstrate body language that is animated and assertive
- Maintain strong eye contact

### If the individual is Reserved, he/she is either S-style or C-style

- Talk about present and past and how things are now
- Speak with a calm and fairly quiet voice
- Demonstrate body language that is limited
- Tend to have hesitant eye contact

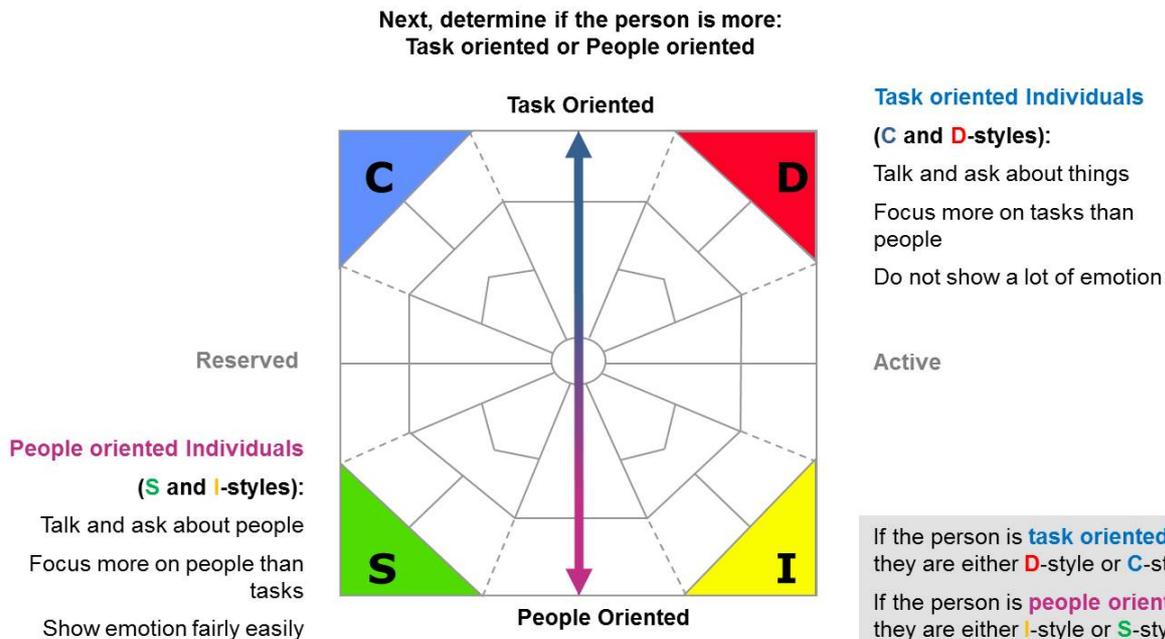
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## Next, determine if the individual is more:

- Task oriented
- People oriented



## If the individual is Task oriented, he/she is either D-style or C-style

- Talks and asks about things
- Focuses more on tasks than people
- Does not show a lot of emotion

## If the individual is People oriented, he/she is either I-style or S-style

- Talks and asks about people
- Focuses more on people than tasks
- Shows emotion fairly easily

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## Step 3: Recognise

Now you have the information needed to identify the person's style by combining the Active / Reserved and Task Oriented / People Oriented.

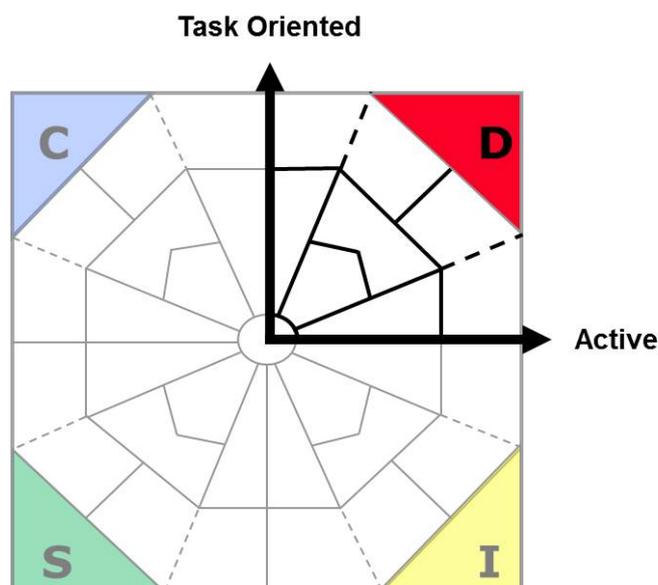
### D-style = Active and Task Oriented

This is how to recognise D-styles.

**Talks** about: Goals, oneself, hard values (\$, revenue, profits) results, change.

#### How to identify D-styles:

- Is decisive
- Is assertive
- Very impatient
- May interrupt you
- 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



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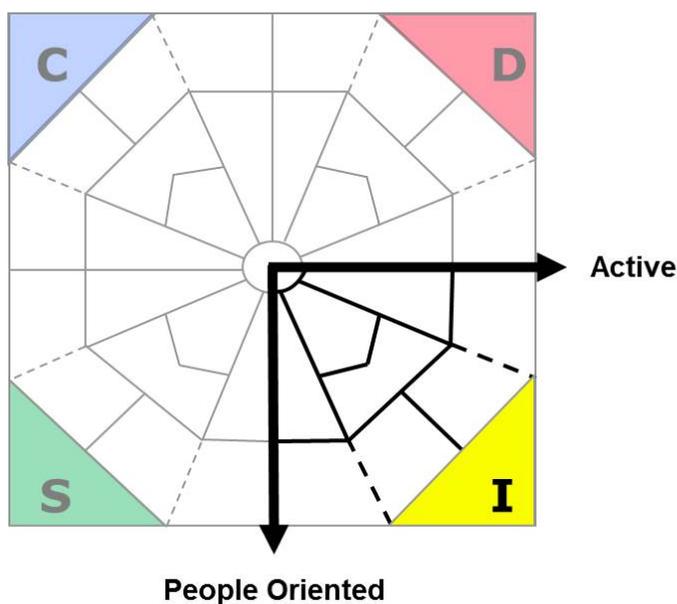
## I-style = Active and People Oriented

This is how to recognise I- styles

**Talks about:** People, team spirit, good things, future, oneself

### How to identify I-styles:

- Talks a lot
- Is animated
- Is open and friendly
- Appears unorganised
- 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



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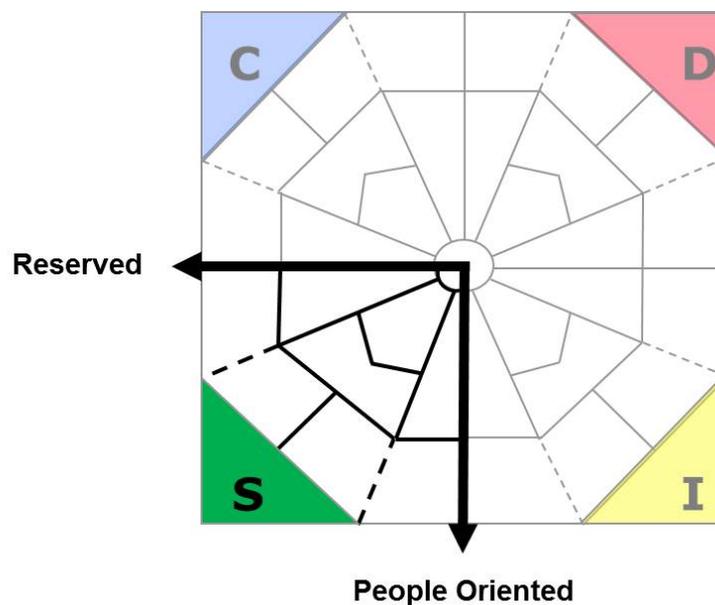
## S-style = Reserved and People Oriented

This is how to recognise S-styles.

**Talks about:** Agreements, principles, past proofs, one's team

### How to identify S-styles:

- 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
- Ponders alternatives, slow in making decisions
- 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



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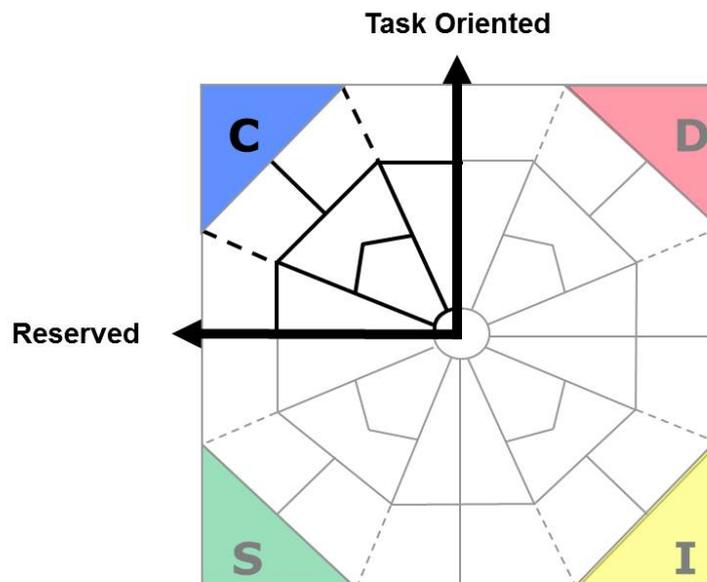
## C - style = Reserved and Task Oriented

This is how to recognise C-styles.

**Talks about:** Facts, analyses, details, rules, instructions

### How to identify C-styles:

- Is quiet
- Focuses on details
- Proceeds cautiously
- Asks many questions
- Appears reserved and somewhat timid
- Doesn't easily express disagreeing views
- May have done homework on your 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



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## D-styles

*“I never worry about action, but only inaction.” Winston Churchill*

The D-style is the most aggressive and assertive of the four styles. D-styles tend to be quite competitive and results oriented. As a result, you may identify D-styles as being quite aggressive, blunt and even rude. Under pressure they can appear to have a lack of concern for others. They do not want to lose control. D-styles want to be in charge and have the power.

D-styles prefer to move fast, take risks and get things done now. They like change and challenges. D-styles may also often want to create change.

D-styles can also be impatient and overbearing. They are often not very good listeners and are prone to make snap decisions.

**Motto:** I did it my way.

**Focus:** Actively controls tasks and things.

**Under pressure – Lack of concern.** This refers to D-styles' tendency to overlook how their actions and behaviours affect others.

**Fear – Loss of control.** This refers to D-styles' desire to be in charge. They do not want to give up control.

**Favourite question:** What? (What is the bottom line? What is in it for me?)

### Communication Style:

- Often to only one direction – he/she talks and expects others to listen
- Expresses own opinions as facts that need no further discussion
- May be blunt and challenges others
- Interrupts others often

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### Joy, when communicating with a D-style, remember to:

- Be concise
- Make firm and clear statements
- Demonstrate that you know what you are doing and let him/her decide when to focus on the details
- Emphasise the benefits he/she can realise
- Show him/her that you believe in yourself
- Always state first what the key message is
- Communicate confidently and explicitly, but maintain a positive approach

### Joy, tips on how to develop the relationship with a D-style:

- Make sure that he/she personally succeeds because of you
- Make him/her aware that you are ready to defend what you say
- Be as direct and honest as possible
- Make sure that you stay ahead of your competition in the areas that are important to him/her
- Make yourself valuable to him/her
- Do not try to please him/her without a reason
- Make him/her enjoy playing with ideas with you

### Joy, what NOT to do with a D-style:

- Do not talk for long without checking if he/she wants more information
- Be careful not to talk about something he/she is not interested in
- Do not hesitate in whatever you say or do
- Do not show uncertainty - show honesty
- Do not be too modest
- Let him/her play with ideas but do not allow them to get side-tracked
- Do not go into too much detail too soon

### Moving the relationship forward with a D-style:

- Give him/her different options to choose from
- Make him/her believe that they are lucky to be here now
- Make him/her believe that they gained something from you
- Tell him/her in the beginning how much time you have available
- Ask him/her what their goal is
- Make a clear connection between what he/she buys and what they need
- Show him/her clearly what benefits they can achieve

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## I-Styles

***"Why fit in when you were born to stand out?" Dr. Seuss***

I-styles are outgoing, social, and talkative, and like to be the centre of attention. They like to interact with others and meet new people. They do not like to focus on details, or spend a lot of time by themselves. Others tend to perceive I-styles as very friendly, enthusiastic and animated.

I-styles are the influencing and interactive individuals who shake up their environment by bringing others into alliance with one another. They know what they want, align everyone together to get it done, and want everyone to like them as they move forward. Social acceptance is very important for I-styles – they like to be liked.

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over promise because they are so optimistic and eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

**Motto:** "I am a nice person. Everyone should like me."

**Focus:** Actively involved with people and emotions.

**Under pressure – Disorganised.** I-styles have a tendency to focus so much on people that they may overlook details and tasks.

**Fear – Social rejection.** I-styles have a strong desire to be liked by others.

**Favourite question:** Who? (Who is going to be at the meeting? Who else is using this?)

**Communication Style:**

- Selling and inspiring
- Talks a lot, but not about details
- Avoids unpleasant subjects
- Good at providing positive, constructive feedback
- Not always direct

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### Joy, when communicating with an I-style, remember to:

- Show how you both benefit from the sale and have reasons to work together
- Ensure that you are moving towards the direction you want
- Be concise and emphasise the benefits you offer
- Commit the prospect to decisions you make together
- Ensure that he/she know what your values are
- Talk about the future
- Encourage him/her to talk

### Joy, tips on how to develop the relationship with an I-style:

- Let him/her always owe you a little
- Make sure that he/she believes that there is always something they can learn from you
- He/she may talk and have lots of ideas - your duty is to make sure they get what benefits them most
- Try to get him/her to commit to long-term contracts
- He/she trusts you more if you let them know when you think they are wrong
- Always invent something new
- Give him/her extra benefits for being your customer

### Joy, what NOT to do with an I-style:

- Do not let him/her move away from the topic that you want to talk about
- Do not forget to get excited about what he/she says
- Be careful not to talk too much nor focus too much on details
- Do not believe everything he/she say - they are good at influencing other people
- Do not assume a passive role
- Try not to be boring
- Skip the details if he/she is not interested in them

### Moving the relationship forward with an I-styles:

- Ask him/her questions that lead to them saying they will buy
- Put it all on the table and let him/her believe this is the best that you can offer without saying it directly
- Start agreeing about the next steps immediately after closing the sale
- Make him/her believe that they gain some benefit from deciding early
- Let him/her always owe you a little
- Give him/her time to decide but set a definite deadline as to how long the offer is valid
- Demonstrate what additional benefits he/she can achieve

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## S-Style

***“Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb.”  
- Calvin Coolidge***

S-styles are steady, calm and laid back. While they do like interaction with other people, they are more reserved and less animated than I-styles. S-styles prefer things to remain the same because changes and surprises threaten their sense of security. Family and friends tend to be very important to S-styles. They often defend their own group or team almost emotionally; fairness and justice are very important to S-styles.

S-styles are reliable and stable with an emphasis on co-operating with whoever is in charge to carry out the tasks. They say: “Tell me what, when and how you want it done and I’ll be glad to do it.” If you do not give me enough details, I won’t get started because you might blame me if it gets done wrong.”

Since S-styles prefer stability and security, they tend to resist change and need support with it. They want to know how the change will affect their lives. S-styles are also prone to be hesitant in their actions and decision making. This is primarily caused by their desire to consider others and for everyone to get along.

**Motto:** If it’s not broken, let’s not fix it.

**Focus:** Involved with familiar people.

**Under pressure – Too willing.** S-styles’ have a tendency to be accommodating and polite. Often they say “yes” too easily.

**Fear – Loss of stability.** S-styles have a desire to have a stable and secure environment. Change can be challenging for S-styles.

**Favourite Question:** How? (How are we going to do this? How does this impact us?)

### **Communication Style:**

- Often only to one direction, he/she listens
- Answers when asked
- Talks calmly
- Creates trust
- Talks about topics he/she masters
- Better in one-to-one situations
- Good instructor

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## Joy, when communicating with an S-style, remember to:

- Summarise regularly what you have covered and agreed upon so far
- Establish and agree on a goal for the meeting
- Create a clear beginning and end to every topic
- Speed it up as he/she will not do it
- Listen and understand but then try to solve the challenges
- Always agree on the next two or three steps before moving forward
- Agree with him/her when it is time to take the next step

## Joy, tips on how to develop the relationship with an S-style:

- Do unexpected things for him/her, although never against what you have told them
- Always get an agreement about what will happen next
- Remember that he/she expects you to take the active role
- Be active with him/her - introduce new ideas
- Be proactive with him/her keeping in mind that they need time to prepare
- Do not always be satisfied with what he/she says he/she is happy with - give them more than they expect
- When communicating with him/her, always have something extra to add to your service

## Joy, what NOT to do with an S-style:

- Avoid being too detailed (keeping in mind you cannot hide anything from him/her)
- Do not wait until he/she makes a decision
- Do not allow him/her to make a decision before you know it is the one you want
- Do not feel that you have to hide something or cannot tell everything
- Do not hesitate to state your opinion
- Do not assume he/she will take independent action after you are gone
- Do not over analyse but simplify

## Moving the relationship forward with an S-style:

- Do not bring up issues that will not move the process forward
- Ask him/her what they need to know and have before moving forward
- Make sure you have an agenda about how to proceed with him/her and stick to it
- Tell him/her ahead of time when you will ask them whether or not they are going to buy
- Let him/her talk about their concerns without necessarily trying to address all of them later
- Make him/her commit to something that will happen in the future and not immediately
- Let him/her talk to your existing clients

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## C-Style

*“I have no special talent. I am only passionately curious.” Albert Einstein*

C-styles are the most analytical of the four behavioural styles. C-styles can be very detail oriented, focusing on facts, information and proofs. They are comfortable working alone and are the most reserved of the four styles. C-styles are logical and methodical in their approach.

C-styles are cautious and compliant to their own high standards. Their emphasis is to work with the existing circumstances to ensure the quality of the product or service. C-styles make sure that everything works the way it should.

C-styles are sometimes too critical of others. They expect everyone to follow their standards. Their attention to detail and correctness can be perceived as nit-picky by others. C-styles' desire to do things correctly can also slow down their decision making. They can over analyse issues and need a lot of information.

**Motto:** “If we do not have time to do it right, do we have time to do it over again?” As a result, C styles are good in ensuring quality control.

**Focus:** Analyses tasks and things.

**Under pressure – Overly critical.** C-styles have a tendency to be so focused on the details that they often find mistakes and errors. The other styles may find C-styles too critical.

**Fear – Criticism of work.** C-styles want to be correct and to produce high quality work. They do not want to make mistakes.

**Favorite question:** Why? (Why does it work this way? Why should we do it?)

### Communication Style:

- Better in written communication
- Doesn't express disagreeing views
- Includes a lot of facts and details
- May miss the big picture
- Doesn't talk

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## Joy, when communicating with a C-style, remember to:

- Agree on the goals for the meeting with him/her beforehand
- Always remain a step ahead and ready for what he/she is going to ask for next
- Make him/her state what they would be happy with
- Make sure you know what is, and is not, important for you to discuss with him/her
- Ensure that the discussion leads to something
- Remember to summarise after each topic
- Do not let him/her waver too much after a decision is made

## Joy, tips on how to develop the relationship with a C-style:

- He/she expects you to prioritise things for them
- Be prepared to answer when he/she asks you what you have to offer that is new
- Make him/her believe that you will always have something new to offer
- Even though he/she wants to know everything, you should still always know more
- Do not lose your self-confidence in your professional abilities
- Get him/her to commit by continually providing additional information
- Create additional value for being a customer

## Joy, what NOT to do with a C-style:

- Do not allow him/her to get side-tracked - keep things as clear as possible
- Do not let him/her control the pace
- Do not leave decision-making up to them alone
- Avoid falling into long discussions with him/her
- Do not include too many aspects in one discussion or decision you expect him/her to make
- Do not let him/her control what will happen next
- Avoid any bureaucracy that would just delay the process

## Moving the relationship forward with a C-style:

- Make a plan with him/her about the future and when the next step will take place
- Complete the order form together
- Give him/her a few options to choose from
- Make things conditional, he/she takes a step and they receive something in return
- Give him/her time but make them believe they lose something if they wait
- Concentrate on discussing discounts instead of whether or not he/she is going to buy
- Provide him/her with necessary details but in steps that support your continued progress with them

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## Personal Action Plan: Your Next Steps

Experience has shown that by creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become more successful.

### My Top 3 Start and Stop List:

Based on what you have learned, discovered and realised through this report, list three important items you will **START** doing.

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Based on what you have learned, discovered and realised through this report, list three important items you will **STOP** doing:

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

