

# PEOPLE SMART



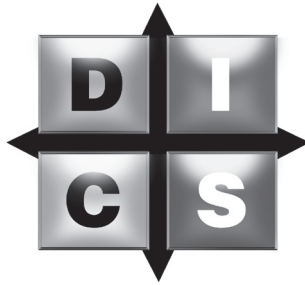
**in Business**

Using the DISC Behavioral  
Styles Model to Turn  
Every Business Encounter  
into a Mutual Win



**Tony Alessandra, Ph.D.**  
**Michael J. O'Connor, Ph.D.**  
with  
**Janice Van Dyke, Ph.D.**

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 **PLATINUM RULE PRESS**

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and Michael J. O'Connor, Ph.D.

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“Alessandra and O’Connor have hit a real home run with *People Smart*. It’s the best thing I’ve ever seen written in this area! It is a must read for anyone who wants to learn more about themselves and others—easy to read, but powerful in content. *People Smart* will make you more aware and more effective from the moment you finish reading it.”

Kenneth Blanchard, Ph.D.

Co-author, *The One Minute Manager*

# Dedications

From Tony Alessandra:

To my children, Justin & Jessica Alessandra

To my stepchildren, Ashley & Dana Wexler

From Michael O'Connor:

To Mary Ann, my loving wife and my greatest teacher, and to my children Kevin and Kara, for their patience, tolerance, and appreciation of my life's work

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# Introduction

Behavioral differences are our boon and our bane. They're what makes life so rich and fascinating and often so frustrating, too. Especially in our personal lives, where effective interpersonal communication with our friends, family and loved ones is pivotal.

Most of us never figure people out. We just ricochet through life. We get along great with some people, refuse to deal with others, or have as little interaction as possible with still others, because they are so different from us.

However, what if you knew the secret of those differences? What if there was a simple, but proven, way to build rapport with everyone? To eliminate interpersonal conflicts? To take charge of your own compatibility with others? To make our interactions with friends, family and loved ones mutually beneficial instead of a contest of wills?

You literally hold such a key in your hands. A product of psychological research and practical application, People Smart is a proven method of connecting with anyone in the workplace and is indispensable to anyone who is curious about what makes themselves and others tick.

You can learn to handle people the way those people want to be handled and to speak to them in the way they are comfortable listening.



## People watching

We want this book to be readable, practical, and accurate. What's more, we want you to be able to remember the principles of *People Smart* easily. Therefore, we are using a simple, four-style model that spans all cultures and has been validated with hundreds of thousands of people, the **DISC**styles model. It focuses on patterns of observable, external clues that will give you a sense of what's going on inside someone else's head. Once you know that, you can decide how best to respond.

Everybody is interested in finding out more about themselves—and how to deal with others more effectively. If you're like most people, you want to improve your interactions with others. This book shows you a simple, yet proven, way to positively influence others.

The purpose of *People Smart* is threefold:

- Understand your own style, its strengths and weaknesses, and how your behaviors communicate that style to others.
- Identify someone else's style by quick, easily learned techniques so you will know how to "read people" and treat them the way they would like to be treated.
- Adjust your behavior to make all kinds of people more at ease with you, and you with them!

*People Smart* will not only help you become a better you, it will help you behave more maturely and productively by teaching you how to focus on your goals instead of your fears. Then you can develop and use more of your natural strengths, while

recognizing, improving upon, and modifying your weaknesses. This book does not deal with values or judgments. Instead, it concentrates on individuals' needs and fears—our natural tendencies that cause us to do the things we do.

This book will teach you to become a people-watcher extraordinaire, someone who really understands behavioral differences and can use them to mutual advantage. This can often spell the difference between success and failure.

Every person has his or her own special way of doing things and an identifiable and predictable behavioral type. Behavioral type is a pattern, or group of recurring habits, resulting from the way you typically do things—the way you deal with people and situations. It's your comfortable method of behaving, most of the time, when you relax and just *act yourself*.

Often, when we do what comes naturally we alienate others without realizing it. Why? Because that same behavior may not be natural for them. If we want to get along with our friends, family and loved ones, it's essential we become aware of our natural tendencies—and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by temporarily using behavioral modification to change only our own behavior so the other person feels comfortable. When this happens, tension lessens and cooperation zooms.

Your technique of interacting with people succeeds when you receive and heed their external signals; it fails when you ignore and cross them. Of course, everyone experiences the same basic human needs, but each of us ranks some needs higher than others.

When you understand something about your own habitual

style and how it differs from others' styles, you can modify your approach to get on the same wavelength with them. The ideas you present don't change. But you can change the way you present those ideas. And people will teach you how to treat them if you're willing to discover their unique signals.

For example, one type of person measures his success by results. They head for the finished product and the bottom line. They'll do whatever it takes, within reason, to get the job done. In fact, their natural response to what they view as other people's lack of accomplishment is, "Don't just sit around wasting time! Get busy!" They need achievements.

Another type places high value on recognition and measures success by the amount of acknowledgment and praise they receive. Consequently, they typically follow that route to attention and applause. They gravitate toward friendliness and enjoyment, popularity and prestige—while consciously avoiding rejection, negativism, and arguments.

Then we have the steady, cooperative type of person who needs close relationships. They place a high value on sharing and trust, but bases their feelings about people and things on concrete evidence. They want the security and predictability found in daily routine—so they resist sudden, unplanned changes and need stable, predictable environments. They thrive on the familiar. Changes or surprises make them uncomfortable.

The last type is concerned more with content than with congratulations. They want to know how things work so they can evaluate how correctly they function. At the extreme, this tendency toward perfectionism can result in *paralysis by analysis*. Because they need to be right, they prefer checking



processes themselves. Concerned with appearances, they focus on the process—how to perform a task—while complying with established rules and regulations. As the most cerebral of the four types (in terms of how they deal with people and situations, not I.Q.), tasks win over people and a slow pace prevails.

## Infinite uses

The uses of People Smart are infinite. This book will show you how to build bridges to each style in any interpersonal situation.

In fact, People Smart will likely change your relationships forever. You will see people differently, understand them better, and be able to deal with them in a way that can turn every encounter into a win-win situation.

In addition, perhaps for the first time, you will truly understand your own behavior and why you act the way you do. You will see how to round off your own sharp edges and to develop strengths you did not know you had.

Some people reject the notion of “types” or “styles.” Putting people in boxes, they say, is not the way to really get to know one another. Instead, they contend, that’s stereotyping, a process that may be unfair to the individual and uses unrealistic shortcuts to appreciating unique human beings.

Understanding someone’s behavioral style is not mutually exclusive with genuinely getting to know them. Far from it. In fact, using People Smart can greatly accelerate that process. If you can quickly notice another person’s needs-based cues and adapt your own behavior, you will learn to value others more genuinely. You will see that their needs are just as valid as yours are, and you can, if you choose, seek to meet those desires and

forge a deeper relationship.

## Not manipulation

Another important point: When we talk about using People Smart, we are not talking about manipulating people! Rather, we are talking about learning, in a way, to speak their language.

It is not considered manipulative to speak French when in Paris, for example. Au contraire. It's something you do briefly while on the Frenchman's soil so you can be more compatible. You do not alter your basic nature while in France. Your ideas do not change. However, how you present those ideas does change.

Similarly, practicing People Smart does not fundamentally change you or the other person. It empowers you by making you multilingual, in a sense. Knowing how to listen and speak in the "language" of those around you is a delightful, useful tool that can be used to resolve differences, maximize strengths, and enjoy a fuller, more successful life by better understanding yourself and the people around you.

This is a reader-friendly book, with lots of charts and graphs to summarize and explain the text. The reader can use and reuse it as a constant companion for dealing with difficult people and stressful situations. *People Smart* shows clearly how to understand both your own unique strengths and inherent shortcomings and those of others. It gives you the tools to get what you want in various life situations with family, friends and loved ones. This book equips you with the power and knowledge to cash in on its insights through more positive and productive exchanges with others. You can realistically take charge of improving all your relationships and this book shows how.

# Chapter 1

## The Platinum Rule

Personality clash or instant rapport?

In your dealings with others, have you ever experienced a personality conflict? (If you haven't, check to see if you're still breathing like the rest of us mortals). No matter how much you may try, your teeth clench and your adrenaline pumps faster when you're with this difficult character. Whatever you may want to call the process, you clash. You're not tuned in on the same wavelength.

When we clash with someone, we often move towards the extreme of avoiding that person, no matter what. Or the other extreme of telling him exactly what we think of his unacceptable behavior. Or we may tell everyone else how distasteful we find him. Or just grit our teeth and tolerate him. Whatever our initial reaction, we feel uncomfortable because we have a personality conflict.

On the other hand, we'll bet you can think of somebody you liked immediately. You had instant rapport, immediate chemistry. "Ann is so down-to-earth, I feel as though I've known her for years." After ten minutes you felt like you'd known Mr. or Ms.

Wonderful for half a lifetime. Here was a soul mate who clicked with you from word one. Her personality “felt right” and you also felt good about yourself when you were near her. You felt relaxed and comfortable with this person. Chemistry prevailed, and Ann made your Top Ten list of favorites.

What could possibly account for these two extreme variations in the human species? Certainly, our unique sets of experiences coupled with the genes passed down by Mom and Dad ensure we’re all different. Everyone’s idea of a person to avoid versus a best friend varies. Given these subjective differences, the way people communicate can result in conflict or chemistry. So how do you go about interacting with all those fascinatingly diverse, sometimes difficult, people out there?

## How to deal with difficult people

This book will teach you how to treat people in a way that allows them to feel comfortable with you, so there’ll be less tension between you. When tension goes down, positive outcomes—trust, credibility, creativity, cooperation, respect, commitment, and productivity—go up. How do you get results with people? By communicating with them on their level so they’re at ease. Because challenging relationships are a fact of life, we’d like to show you how to:

- Understand your own style, its strengths and weaknesses, and how your behaviors communicate that style to others.
- Identify someone else's style by quick, easily learned techniques so you'll know how to "read people" and treat them the way they'd like to be treated.

- Adjust your behavior to make all kinds of people more at ease with you, and you with them!

## Bending the Golden Rule

We contend that you can create much more chemistry and far less conflict in all your relationships—work, social, dating, and family—based on how well you practice the Golden Rule. If you exercise the Golden Rule appropriately, you’ll create much more relationship chemistry. But if you fail to understand the true spirit of the Golden Rule, you’ll create many more personality conflicts. Just to make sure you have the proper perspective, what is the Golden Rule?

It’s simply, “Do unto others as you would have them do unto you.” Not the managerial version—“The person with the gold makes the rules,”—or the skeptical interpretation—“Do unto others before they do unto you.”

“So,” you say? “How could people get in trouble if they practiced that truth? Living by the Golden Rule should result in more harmonious relationships, not create conflict!” You’re right. The problem lies with practicing the Golden Rule verbatim and not understanding its true intent. When you misapply it, you stand a much greater chance of triggering conflict over chemistry.

Let’s explain. When you treat others as you want to be treated, you can end up offending others who have different needs, wants, and expectations from you. So when you apply the Golden Rule verbatim, there’s a much greater chance of triggering conflict over chemistry. Yes, you heard it right? If you literally apply, “Do unto others as you would have them do unto you,” you’ll make



problems for yourself with up to 75% of the types of people you meet. Following the Golden Rule verbatim means treating others from your point of view. That means you naturally tend to speak in the way you are most comfortable listening; or sell to others the way you like to be sold; or manage the way you want others to direct you.

When you treat people as you seek to be treated, it can cause tension. Why? Because the other person may not like your way. Perhaps you fill your own needs instead of his or hers. Or speak in a way that's easy for you to follow, but hard for the other person. That brings us to the second reason the Golden Rule can actually damage relationships. It implies all people want to be treated the same when, in fact, our preferences are not all alike. So application of this principle varies from one individual to the next based on their personality differences.

### Linda treats you as she wants to be treated

The Golden Rule would work only in a perfect world where all of us were identical. But we're not. For instance, Linda devoutly practices it, but it backfires. She treats everybody alike. The world population is part of her extended Italian family.

Linda is an exceptionally people-oriented, outgoing person. She's so gregarious, when she goes to a restaurant, she greets the hostess and other patrons as though they're in her kitchen. Anyone who makes eye contact with her is fair game.

As she approaches a table of complete strangers, she typically says, "Hello? My name is Linda. What's yours? She joins in other people's conversations. She doesn't mind being asked personal questions. Readily and willingly misapplying the Golden Rule,

she asks other people personal questions—whether they want to answer or not. “What is the special occasion?” Or, “What do you do for a living?”

If we take a poll at that restaurant, half the people will probably think that Linda is wonderful, but the rest of them are likely to react or think differently. As well meaning and people-oriented as she is, she often unintentionally steps on people’s toes. She doesn’t want to, but. . .

What has happened? Linda puts the Golden Rule into action and, by doing so, impresses some people and depresses others. Well, maybe she doesn’t exactly depress them, but heightens their tensions. By acting the way she likes to be treated, there are mixed reviews. When behaving from only her own perspective, she doesn’t take others’ preferences into account. Why not? Simply because it’s okay if strangers approach her and ask about her intimate, private thoughts; so she naturally figures it’s okay for her to do the same thing. It’s true for the rest of us. If we don’t think first of the other person, we run the risk of unintentionally imposing a tension-filled “win/lose” or “lose/lose” relationship on them.

## The Platinum Rule

We believe in refining The Golden Rule to take into consideration the feelings of the other person. Notice, we don’t say break the rule. We redefine it into the Platinum Rule—”Do unto others as they want to be done unto.” Treat others the way they want to be treated. By “platinum,” we don’t mean to imply “better.” We simply want to capture the true spirit or actual intention of the Golden Rule so we consider and respond appropriately to the other person’s needs. We can learn to treat different people

differently, according to their needs, not ours. That leads to greater understanding and acceptance.

Remember the famous TV show, “All in the Family?”

“Edith do you know why we can’t communicate? Because I’m talking in English and you’re listening in dingbat!” Well, maybe Archie Bunker could benefit from learning how to communicate in “dingbat”! Then, he could mentally change places with Edith to understand her expectations instead of just his own.

Every day we face the potential for conflict or success with different types of people. Conflicts are inevitable, but the outcome from how you handle dissension is much more controllable. At the very least, you can manage your end of it. You can choose to treat somebody from his perspective, the way he wants to be treated by modifying your own behavior; or you can choose to meet only your own needs—facing consequences such as dissatisfaction, frustration, confusion, and distress. It’s up to you.

### Modify your spots

“Modify my behavior? Hey, I don’t want to change! And I hate phonies!”

We’re not talking about changing a leopard into an elephant. We mean acting in a sensible, successful way. When someone wants to move at a faster pace, move at that pace. If others want more facts and details, provide them.

But wait? Isn’t it phony to act in a way that isn’t natural for you? We think acting in a way that is responsive to Japanese behavior patterns in a Japanese environment is more likely to be appreciated and accepted there. The result is greater success!

It helps dispel the stereotype that has been associated with some tourists who “act themselves” and expect others to do likewise. Of course, anything that’s new feels strange at first, until you get more comfortable with it through repeated practice.

People learn to become more adaptable through education, experience, and maturity. We simply have to allow the opportunity for appropriate behaviors to surface. As we’ve mentioned, if you’re able to put yourself in the other person’s position, you become more open-minded in dealing with him or her. When you understand the way the other person feels comfortable communicating, you can modify your approach to get on the same wavelength. You haven’t changed your own natural personality. You’ve merely added to it still other consciously learned, behavioral insights and strengths for dealing with different types of people and situations. The best part is that people will teach you how to communicate with them if you’re willing to learn their signals by “reading” and then appropriately responding to them.

## Background of behavioral types

People have been both frustrated and fascinated with each other’s differences for thousands of years. The earliest recorded efforts to explain our differences were made by astrologers who recorded the positions of the heavens. The twelve signs in four basic groupings—Earth, Air, Fire, and Water—are still used today.

In ancient Greece, Hippocrates’ concept of four temperaments followed—Sanguine, Phlegmatic, Melancholy, and Choleric. He viewed personality as shaped by blood, phlegm, black bile, and yellow bile. As unpalatable as this might sound to us, people

accepted these physical or bodily causes for varying “humours” for centuries. Respected figures from medical/physical sciences, metaphysics, mathematics, and philosophy observed these four temperaments—including Aristotle, Empedocles, Theophrastus, and, in Roman times, Galen. References to Hippocrates’ Big Four can be found in Shakespeare’s plays.

In 1923, Dr. Carl Jung wrote his famous *Psychological Types*, at that time the most sophisticated scientific work on personality. In it, he again described four behavioral styles—the Intuitor, Thinker, Feeler, and Sensor.

This basic, four-type model spans all cultures? East and West, north and south. For instance, Japanese people still study behavior and physical composition. *Advice on How to Form a Good Combination of Blood Types*, a former best seller by Toshitaka Nomi, claimed 100,000 documented cases of cross-referencing personalities with blood types. Nomi indicated that 40 percent of Japan’s population has Type A blood. He associated this with the conscientious, hard-working behavior expected of engineers and technicians. He hypothesized that this explained Japan’s emphasis on high-technology excellence.

## Four styles with a difference

Today’s Information Age features more than a dozen varied models of our behavioral differences. But they all have one common thread—the grouping of behavior into four categories.

Most of these explanations of behavioral styles have focused on internal characteristics leading to external behaviors. *People Smart* focuses on patterns of observable, external behaviors that each style shows to the rest of the world. It also demystifies those

lesser known, but scientifically proven, internal forces which are the motivating clues behind our behaviors. In other words, this book will help you understand why you do what you do. Because we can see and hear these external behaviors, that makes it much easier for us to “read” people. Therefore, our model is simple, practical, easy to remember and use, and extremely accurate.

Our model divides people into four natural, core behavioral types:

**The Dominant Director**

**The Influencing Socializer**

**The Steady Relater**

**The Conscientious Thinker**

So. . .which are you?

# Chapter 2

## I Know Who You Are, But What Am I?

**S**o how do you identify your behavioral type? Here's how! You begin by choosing those traits that most and least describe you from a list of one-word possibilities. At first, you might think, "All these sound like me," or "None of them do," but select your personal traits from these commonly found choices with a clear focus in mind. Your reward will be in arriving at one behavioral type that is more descriptive of you than any of the others.

Any of us occasionally may behave like each of the four types, but we behave in predominantly one style more of the time. The most familiar place where you operate most comfortably is called your core behavioral type—your own unique personality style. This is most evident when you just "act yourself." This natural tendency appears when you don't think about how to act. It's where you're found when your mind is on automatic pilot. This type of core behavior is your home base. To discover your behavioral type, go to <http://www.platinumrule.com>



# PERSONAL ASSETS INVENTORY \*

## INSTRUCTIONS FOR RESPONDING & SCORING

A. In the space below, identify those behaviors that have typically been **Most-to-Least** characteristic of you. Working left to right, assign “4” points to the MOST characteristic, “3” to the next most characteristic, then “2” and finally “1” to your least characteristic behavior.

### EXAMPLE

3 DIRECTING

4 INFLUENCING

1 STEADY

2 CONSCIENTIOUS

B. **Total** the numbers in each of the **four** columns. Place the **total** number for each column in the **blank** at the bottom of the column.

C. When **all four** columns are **added** together, they must equal 50.

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
___ Directing	___ Influencing	___ Steady	___ Conscientious
___ Decisive	___ Optimistic	___ Patient	___ Restrained
___ Daring	___ Enthusiastic	___ Stabilizing	___ Analytical
___ Competitive	___ Talkative	___ Accommodating	___ Precise
___ Forceful	___ Charming	___ Easygoing	___ Curious
___ <b>TOTAL</b>	___ <b>TOTAL</b>	___ <b>TOTAL</b>	___ <b>TOTAL</b>

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## HOW TO DETERMINE YOUR “CORE” STYLE

If your highest column TOTAL is under column 1, you are a **Dominant Director**.

If your highest column TOTAL is under column 2, you are an **Influencing Socializer**.

If your highest column TOTAL is under column 3, you are a **Steady Relater**.

If your highest column TOTAL is under column 4, you are a **Conscientious Thinker**.

This personal inventory is a simple measure of your actual behaviors. Think of your personal traits across the variety of environments and periods of your life. Complete this inventory as you see yourself. To do this, start asking yourself, “Is this or isn’t this really me? If you want to take the full 30 question online assessment with a personalized 29-page report, visit <http://www.DISCstyles.com/assessmentorder.asp>

Look at the overall results to determine which of the four behavioral patterns you see as the single MOST and LEAST characteristic of you. Also, notice the specific behaviors within the inventory that you may have identified as MOST or LEAST characteristic of you. Later, you may want to use the same instrument to help you reevaluate your own and others’ pattern(s) in four major settings—work, social, family, and romance.

An overview of the four types

### **THE DOMINANT DIRECTOR:**

Look at my accomplishments!

#### *Goals and Fears*

Dominant Directors, driven by the inner need to lead and be in personal control, take charge of people and situations so they can reach their goals. Since their key need is achieving, they seek nonsense, bottom line results. Their motto is: “Lead, follow, or get out of the way.” They want to win, so they may challenge people or rules. Similarly, Dominant Directors also accept challenges, take authority, and go head first into solving problems. Closely related to Dominant Directors’ goals are their fears: falling into a routine, being taken advantage of, and looking “soft”. So they may go to extremes to prevent those fears from materializing. They may act impatient, but they make things happen.

#### *“Do as I say”*

Since Dominant Directors need to have control, they like to take the lead in both business and social settings. They sometimes behave almost claustrophobically if they perceive someone is trying to stymie them. As natural renegades, Dominant Directors want to satisfy their need for autonomy. They want things done their way or no way at all.

#### *Strengths and weaknesses*

They often prefer strong directive management and operational tendencies and work quickly and impressively by themselves. Dominant Directors try to shape their environments to overcome obstacles en route to their accomplishments. They demand maximum freedom to manage themselves and others, using their leadership skills to become winners. Additionally, Dominant

Directors often have good administration and delegation skills. This matches their motivating need. In fact, if they could delegate their exercise regimens or visits to the dentist's office, they probably would.

These assertive types tend to appear cool, independent, and competitive. They opt for measurable results, including their own personal worth, as determined by individual track records. Of all the types, they like and initiate changes the most. We symbolize this personality type with a lion—a leader, an authority. At least, they may, at least, have the inner desires to be #1, the star, or the chief.

Less positive Dominant Director components include stubbornness, impatience, and toughness. Naturally preferring to take control of others, they may have a low tolerance for the feelings, attitudes, and “inadequacies” of co-workers, subordinates, friends, families, and romantic interests.

### *From general to specific*

Dominant Directors process data conceptually by using deductive reasoning—from general to specific information. They are more comfortable using the left brain more than the right. When combined with their need for control, this helps us better understand the emphasis on getting down to the bottom line results.

### *Masters of “mind control”*

They may use various “mind control” techniques to help them focus on one task priority at a time. For instance, some are adept at blocking out distractions when they immerse themselves in projects. They don't hear voices, sirens, or doorbells. They seem to channel all their energies into specific jobs. Similarly, in a summer biology class, the instructor, Dr. Rains, seemed oblivious

to the smell (and the grumbling) when his students dissected decomposed fish. While the class choked and hurried from their desks to the windows to gulp for air, Dr. Rains instructed them like the odor were an everyday occurrence. No big deal. Not to him, anyway.

### *Venting relieves their tension*

Under pressure, Dominant Directors are likely to rid themselves of anger by ranting, raving, or challenging others. They naturally react to tense situations with a fight response. This tendency reflects the Dominant Directors' natural blind spots concerning other people's views and feelings. Although this venting allows the relief of their own inner tensions and hostilities, other personality types may feel intimidated by this natural, (for them!) stress reducing practice. But the Dominant Directors' barks usually exceed their bites, and they may soon forget what specifically upset them in the first place.

### *“Watch this performance”*

Dominant Director musicians and performers typically seek to simultaneously command the stage and awe their audience. They envision themselves rising above their admirers and peers and moving into the position of number one, the best ever. Vince Lombardi, the former coach of the Green Bay Packers, coined this typical Dominant Director statement: “Winning isn't everything; it's the only thing.”

### *Dominant Director Territory*

Two cultures which have produced many Dominant Directors are northern, industrialized Germany and South Africa. These

examples are not meant to over-generalize or stereotype individual behavior; instead, they help us understand how cultures tend to socialize or group people into patterns of behavior which are more consistent with past customs and expectations. In this regard, it's easier for us to understand the more natural Dominant Director behaviors. These have emerged as the expected norms or preferred behavioral patterns over the long, colorful histories of both Germany and South Africa. How often have you described people you know of German or South African background by the following behavioral descriptions of the Dominant Director temperament mentioned throughout this chapter?

- take charge—naturally seek control; want to run things their way
- controlling—fear losing personal power or status
- competitive—want to win
- motivated to be #1—seek being first or "on top" whether other people approve or not
- task-focused—strive to get the job done; often less aware of others' feelings—which may make them appear insensitive
- "no nonsense"—view life in terms of overcoming the obstacles to their successful achievement of desired results
- strong-willed—once they make up their minds, preferring to stick to their ideas; even becoming headstrong, especially under stress
- impatient—expect other people to help them get results, ASAP!!!
- fast-paced—often somewhat involved with many projects simultaneously; may even exhibit "workaholism" tendencies

*Action Plan...*

**DOMINANT DIRECTOR  
CHARACTERISTICS**

**SO YOU . . .**

- Concerned with being #1 — Show them how to win, new opportunities
- Think logically — Display reasoning
- Want facts and highlights — Provide concise data
- Strive for results — Agree on goal and boundaries, then support or get out of their way
- Like Personal Choices — Allow them to “do their thing,” within limits
- Like changes — Vary routine
- Prefer to delegate — Look for opportunities to modify their work load focus
- Want others to notice — Compliment them on accomplishments what they’ve done
- Need to be in charge — Let them take the lead, when appropriate, but give them parameters

Tendency towards  
conflict

— If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on "personality" basis

## **THE INFLUENCING SOCIALIZER:**

Hey, look at me!

### *Outgoing, Supporting, Influencing Socializers*

He-e-e-ere's the Influencing Socializer!—the person who likes to go where the action is. Typically, he is outwardly energetic or fast-paced, and relationships tend to naturally take priority over tasks. The Influencing Socializer tries to influence others in an optimistic, friendly way focused on positive outcomes, whether in the social or work environment. In other words, if he shows others he likes them, he figures others will be more likely to reciprocate by responding favorably towards him. Since recognition and approval motivate him, he often moves in and around the limelight and hub of activity.

### *Goals and Fears*

He wants your admiration and thrives on acknowledgment, compliments, and applause. "It's not just whether you win or lose. . .it's how you look when you play the game." People's admiration and acceptance typically mean more to this type than to any other. If you don't talk about him, he may spend considerable time talking about his favorite subject—himself—to gain the acceptance

he wants. His biggest fear is public humiliation—whether appearing uninvolved, unattractive, unsuccessful, or unacceptable to others. These frightening forms of social rejection threaten the Influencing Socializer’s core need for approval. Consequently, he may go to extremes to avoid public humiliation, lack of inclusion, or loss of social recognition.

*Strengths and weaknesses*

Influencing Socializers’ primary strengths are their enthusiasm, persuasiveness, and friendliness. They are idea people who have the ability to get others caught up in their dreams. With great persuasion, they influence others and shape their environments by building alliances to accomplish results. Then they seek nods and comments of approval and recognition for those results. If compliments don’t come, Influencing Socializers may invent their own. “Well, Harry, I just feel like patting myself on the back today for a job well done!” They are stimulating, talkative, and communicative. This type can be represented by a porpoise—playful, sociable, and talkative.

Their natural weaknesses are too much involvement, impatience, being alone, and short attention spans. This causes them to become easily bored. When a little data comes in, Influencing Socializers tend to make sweeping generalizations. They may not check everything out, assuming someone else will do it or procrastinating because redoing something just isn’t exciting enough. When Influencing Socializers feel they don’t have enough stimulation and involvement, they get bored and look for something new again. . .and again. . .and again. When taken to an extreme, their behaviors can be seen as superficial, haphazard, erratic, and overly emotional.



*“Let me entertain you!”*

If they pursue the entertainment field for careers, Influencing Socializers typically allow their natural, animated emotions to show and flow. They become stimulated by the movement and reactions of the audience, trying to get the audience to figuratively fall in love with them by acting charming and friendly. They want viewers to feel, “He (or she) is fabulous!”

### *Two countries brimming with Influencing Socializers*

Every country, culture, and sub-culture socialize their society’s members into typical daily patterns of behavior. In this respect, both Ireland and Italy are often mentioned as settings where this Influencing Socializer type seems quite commonplace. Globally, people refer to them as highly emotional people who tend to “wear their hearts on their sleeves.” The Irish are known for their animated, interactive storytelling and neighborhood socializing. In fact, many areas of the Northeastern United States have become settled as Irish-Italian communities by these immigrants with similar lifestyles.

Italians’ Influencing Socializer attributes have made them world-famous in the performing arts, restaurant and hospitality fields, and other person-to-person areas such as fashion and sales. How often have you described a native Irishman or Italian you have met by the following general description of the Influencing Socializer tendencies?

- optimistic—prefer to view life’s positives; often block out negative situations, facts, concerns
- fast-paced—talk, move, and do most activities rather quickly

- emotional—readily show their own feelings and respond to others' feelings
- approval-seeking—look to others for acceptance and re-energizing; want people to approve of and like each other, too
- fun-loving—seek an upbeat, positive, casual atmosphere and love a good party, especially with friends
- excitable—show emotions and become enthusiastic, at best; rattled, at worst—when pressured or tired
- spontaneous—behave impulsively; dislike planning or dealing with follow-through details
- expressive—at times, they may forget and divulge secret information; or they may say too much to the wrong people

*Action Plan...*

**INFLUENCING SOCIALIZER**

**CHARACTERISTICS**

**SO YOU . . .**

Concerned with approval and appearances

— Show them that you admire and like them

Seek enthusiastic people and situations

— Behave optimistically and provide upbeat setting

Think emotionally

— Support their feelings

Want to know the general expectations

— Avoid involved details, focus on the “big picture”

- Need Involvement and people contact — Interact and participate with them
- Like changes and innovations — Vary the routine; avoid repetition
- Want others to notice THEM — Compliment them personally and often
- Often need help getting organized — Do it together
- Look for action and stimulation — Keep up a fast, lively pace
- Want feedback that they “look good” — Mention their accomplishments, progress and your other genuine appreciation

### **THE STEADY RELATER:**

Notice how well liked I am

#### ***Goals and fears***

This type, as sung by Aretha Franklin in her hit record, may privately want a little “R-E-S-P-E-C-T”, as demonstrated by your sincere personal attention and acceptance of them. Steadiness and follow-through actions characterize these people. They prefer a slower and easier pace: “It’s not whether you win or lose. . . it’s the friendship that counts.” They focus on building trust and getting acquainted because they aim for long-standing personal

relationships. Pushy, aggressive behavior secretly irritates them.

Steady Relaters strive for security. Their goal is to maintain the stability they prefer in a more constant environment. To Steady Relaters, while the unknown may be an intriguing concept, they prefer to stick with what they already know and have experienced. “Risk” is an ugly word to Steady Relaters. They favor more measured actions, like keeping things as they have been and are, even if the present situation happens to be unpleasant. Related to their goal of keeping things very similar is their accompanying fear of change and disorganization. Consequently, any disruption in their routine patterns can cause distress in Steady Relaters. Fearing sudden changes, they are naturally concerned with what may happen. A general worry is that the unknown may be even more unpleasant than the present. They need to think and plan for changes. Finding the elements of sameness within those changes can help minimize their stress by identifying the specific assurances required to cope with such demands.

### *Strengths and weaknesses*

Steady Relaters naturally “wear well” and are an easy type to get along with. They prefer stable relationships which don’t jeopardize anyone, especially themselves. Steady Relaters can be represented by the koala with its accompanying slower, steady pace; relaxed disposition; and appearance of approachability and warmth. Steady Relaters have a tendency to plan and follow through. This helps them to routinely plug along. But they have their own type of unique difficulties with speaking up, seeming to go along with others or conditions, while inwardly, they may

or may not agree. More assertive types might take advantage of this Steady Relater tendency to give in and avoid confrontation. Additionally, Steady Relaters' reluctance to express themselves can result in hurt feelings. But if Steady Relaters don't explain their feelings, others may never know. Their lack of assertiveness can take a toll on their health.

### *Take it slow*

Steady Relaters yearn for more tranquility and security in their lives than the other three types. They often act pleasant and cooperative, but seldom incorporate emotional extremes such as rage and euphoria in their behavioral repertoire. Unlike Influencing Socializers, Steady Relaters usually experience less dramatic or frequently occurring peaks and valleys to their more moderate emotional state. This reflects their natural need for composure, stability, and balance.

### *“Just plain folks”*

Picture Edith Bunker of the classic sitcom ALL IN THE FAMILY. She lends a tone of continuity, coziness, and “motherliness” to virtually every scene in which she appears. Edith mothers everyone around her. With her easygoing manner, she projects a genuine liking and acceptance of her family, friends, and acquaintances. She's a comfortable person to watch and listen to who emanates that “I'm just a regular person” modesty. She puts on no airs and projects contentment with present conditions—just as they are and always have been.

### *“May I entertain you?”*

In the same respect, Steady Relater celebrities tend to give

predictable deliveries. Both the audience and performer may seem to merge because the Steady Relater feels so in tempo with his or her viewers. Typical audience responses may include: “He’s truly one of us!” Or, “It’s like being with a member of the family or my closest friend!” Steady Relaters welcome group participation, and their performances reflect their natural give and take.

### *Two countries with many Steady Relaters*

Two Steady Relater countries that seem to have emphasized this lifestyle as a cultural norm resulting in a disproportionate number of such individual styles, are Poland and Spain. Both cultures have historically found ways to get along with foreign elements while methodically plodding forward in the direction expected, even though that direction has often been dictated by others in the short run. The Polish people are world famous for their friendly, hard-working perseverance despite the obstacles which may confront them. And, the Spanish people (those beloved Latins) make others feel at home while practicing such distinctive customs as their renowned midday siestas. Taking siestas actually allows them to go home to their families during the workday. This is consistent with the preferred slower lifestyle of this temperament, without disrupting the differing customs of guests in their homeland.

Citizens of both countries are known in their native lands and in the United States for their neighborhood restaurants and extensive group social activities. Compare the following distinguishing characteristics of this Steady Relater type which describe people you know who’ve been influenced directly by their own ethnic, social group, or cultural roots:

- easygoing—calm, measured, low-key behavior and outlook
- slower paced—wait until they know the steps or guidelines before acting, then move forward in a pre-set manner
- patient— define themselves by their desire for stable relationships with others; often view problems or concerns as workable
- predictable—favor routine and stable conditions and practices
- persevering—likely to stick to a project for longer periods of time or at least until the concrete results have been produced
- modest—less likely to "blow their own horns", but are appreciative when others acknowledge their contributions
- accommodating—like to get along with others through predictable role relationships
- neighborly—prefer friendly, pleasant, helpful working relationships

*Action Plan...*

**STEADY RELATER**

**CHARACTERISTICS**

**SO YOU . . .**

Concerned with stability

— Show how your idea minimizes risk

Think logically

— Show your reasoning

- Want documentation — Provide facts and proof
- Like personal involvement — Demonstrate your interest in them
- Need to know step-by-step sequence — Provide outline and/or detailed instruction as you personally “walk them through”
- Want others to notice their patient perseverance — Compliment them for their steady follow-through
- Avoid risks and changes — Give them personal assurances
- Dislike conflict — Act non-aggressively
- Accommodate others — Allow them to provide service and support for others
- Look for calmness and peace — Provide a relaxing, friendly atmosphere
- Enjoy teamwork — Provide them with a cooperative group/team
- Want sincere feedback that they’re appreciated — Acknowledge their easygoing manner and helpful efforts,



## THE CONSCIENTIOUS THINKER:

Have you noticed my efficiency

### *Goals and fears*

Conscientious Thinkers concern themselves more with content than with congratulations. They prefer involvement with the performance of products and services under specific, and preferably controlled, conditions so the process and the results can be correct. Since their primary concern is accuracy, human emotions may take a back seat with this type. After all, emotions are subjective and tend to distort objectivity. Conscientious Thinkers biggest fears of uncontrolled emotions and irrational acts relate to their goals. More precisely, Conscientious Thinkers fear that these illogical acts may prevent goal achievement. Similarly, they fear emotionality and irrationality in others. This type strives to avoid embarrassment, so they attempt to control both themselves and their emotions.

### *Strengths and weaknesses*

Conscientious Thinker strengths include accuracy, dependability, independence, clarification and testing skills, follow-through, and organization. They often focus on expectations (e.g., policies, practices, and procedures) and outcomes. They want to know how things work so they can evaluate how correctly they function. We picture a fox as an appropriate symbol for Conscientious Thinkers—cagey, resourceful, and careful. Because they need to be right, they prefer checking processes themselves. This tendency toward perfectionism, taken to an extreme, can result in “paralysis by overanalysis”. These overly cautious traits may result in worry

that the process isn't progressing right, which further promotes their tendency to behave in a more critical, detached way.

### *Complex and serious*

They prefer tasks to people, clearly defined priorities, and a known pace which is agreeable to them, especially where task time lines and deadlines are involved. Other types typically live life through a single predominant time orientation—past, present, or future. But Conscientious Thinkers are apt to be concerned about all three, as one aspect of their complex mental makeup. They tend to see the serious, more complicated sides of situations as well as the lighter—or even bizarre side—which accounts for their natural mental wit.

As the most cerebrally-oriented of the four types, Conscientious Thinkers concentrate on making decisions in both logical and cautious ways to ensure that they take best available action. (This cerebral quality refers to the way they process information and experiences, and does not relate to I.Q.) “It's not whether you win or lose. . . it's how you play the game”—the more technically perfect, the better.

### *Think deeply*

Visualize Woody Allen, the quiet, unassuming director, actor, and clarinet player who covets his privacy. In most of his movies, either he or his characters agonize over what to do next, what and how their feelings operate, and how to ultimately do the right thing. He typically puts his emotions under a microscope where he analyzes and reanalyzes them. Conscientious Thinkers also can become overwhelmed by indecision when pressure builds.

Due to compliance to their own personal standards, they

demand a lot from themselves and others and may succumb to overly critical tendencies. But Conscientious Thinkers often keep their criticisms to themselves, hesitating to tell people what they think is deficient. They typically share information, both positive and negative, only on a “need to know” basis when they are assured that there will be no negative consequences for themselves.

When Conscientious Thinkers quietly hold their ground, they do so as a direct result of their proven knowledge of facts and details or their evaluation that others will tend to react less assertively. So they can be assertive when they perceive they’re in control of a relationship or their environment. Having determined the specific risks, margins of error, and other variables that significantly influence the desired results, they will take action.

### *Conscientious Thinkers entertain uniquely*

Conscientious Thinker entertainers want to move beyond the audience, since they are motivated to deliver a one-of-a-kind, captivating, near-perfect performance. They want spectators to think, “What a unique performance” or “Nothing else is quite like it!” When they take their varied stages, Conscientious Thinker entertainers have meticulously prepared themselves to provide a memorable experience with each intense performance—a key reason why they seem more emotionally drained from their own efforts.

### *Conscientious Thinker countries*

Under adverse political and geographic conditions, two Conscientious Thinker countries have historically figured out

creative, intuitive ways to survive. Both Sweden and Switzerland have harsh winter climates, but they've mastered the art of survival. Switzerland, especially, boasts a substantial corner on the market of world finance. For a small country, it controls a disproportionate amount of the world's money. And Sweden, long known as a land that appreciates beauty, continues to have a worldwide impact in exporting its aesthetic talents, products, and services resulting from cultivated efforts.

Whether watching a professional tennis match or beauty contest, we frequently see a representative from sparsely populated Sweden in the running for top honors. And, whether shopping for distinctive items—such as Scandinavian sweaters, needlework, furniture, crafts or other unique objects—or tasty and eye-catching bakery goods, the artistic flair of the Swedish heritage has universal appeal.

Which of the following Conscientious Thinker characteristics listed below match individuals you know with cultural roots similar to those discussed above?

- careful—methodical and cautious; don't jump into things initially
- precise—need to be accurate, so they check and recheck in their effort to find the right or best available answer
- proper— more formal, discreet, and inclined to allow others to be in their own space, expecting the same for themselves
- private—keep thoughts to themselves; do not willingly disclose their own or others' thoughts and feelings

- reserved—somewhat formal and cool; take time to get to know them—they have few close relationships
- logical—process-oriented seekers of reason
- inventive—like to see things in new or unique ways; often have a perspective that includes or addresses both themselves and others
- contemplative—introverted and reflective, they ponder both the "why" and "how" elements in situations

### *Action Plan . . .*

#### **CONSCIENTIOUS THINKER**

##### **CHARACTERISTICS**

Concerned with aggressive approaches

Think logically

Seek data

Need to know the process

Utilize caution

##### **SO YOU . . .**

— Approach them in a Indirect, non-threatening way

— Show your reasoning

— Give it to them In Writing

— Provide explanations and rationale

— Allow them to think, inquire and check

before they make decisions

Prefer to do things themselves

— When delegating, let them check on others' progress and performance

Want others to notice their accuracy

— Compliment them on their thoroughness

Avoid conflict

— Tactfully ask for clarification and assistance you may need

Need to be right

— Allow them time to find the best or “correct” answer

Like to contemplate

— Tell them ‘why’ and ‘how’

### Four types, just acting themselves

With the natural differences among the four behavioral types in mind, pretend that you want to give four people 15-20 minutes to make three simple decisions:

1. Where the next meeting will take place
2. When it will happen
3. The theme of the meeting

Quite by accident, your group consists of one Steady Relater, one Conscientious Thinker, one Dominant Director, and one Influencing Socializer who all believe in practicing The Golden Rule. Do you think they'll get the job done? Perhaps, or perhaps not, depending on how each responds to one another in handling the simple task. Let's see why this may not work out. As they walk into the room, the Dominant Director typically speaks first. "Here's my plan. . ."

The Influencing Socializer says, "Hey! Who died and left you boss?"

The Conscientious Thinker says, "You know there seems to be more here than meets the eye. We might want to consider some other relevant issues and break into sub-committees to explore them."

The Steady Relater smiles and says, "We may not get this done if we don't work as a team like we have before."

If you think that we're stacking the deck, consider putting all four of one behavioral type into the room to make those decisions. They'd get the job done, wouldn't they? Not if they follow the Golden Rule verbatim!

What do you call it when you send four Dominant Directors into the same room? War!

Or four Conscientious Thinkers? A laundry list full of questions!

And four Steady Relaters? Nothing! They sit around smiling at each other: "You go first." "No, why don't you go first. By the way, how's the family?"

When four Influencing Socializers walk out, try asking them if they've gotten the job done. "Get what done?" They've had a party and instead come out with 10 new jokes and stories.

We admit that we may be exaggerating to make a point, but in some cases, not by much. Dominant Directors tend to have the assertiveness and leadership initiative to get tasks started. They may then delegate to others for follow-through, enabling the Dominant Directors to start still other new projects that interest them more.

Conscientious Thinkers typically are motivated by their planning and organizational tendencies. If we want a task done precisely, find a Conscientious Thinker. Of the four types, they're the most motivated to be correct—the quality control experts.

Steady Relaters have persistence, people-to-people strengths—patience, follow-through, and responsiveness. When we have a problem, we may choose to go to a sympathetic-appearing Steady Relater because he or she listens, empathizes, and reacts to our feelings.

Influencing Socializers are natural entertainers who thrive on involvement with people. They also love to start things, but often do not finish them. In fact, they may pick up three balls, throw them in the air, and yell, "Catch!" Emotional, enthusiastic, optimistic, and friendly, Influencing Socializers usually pep up an otherwise dull environment.

### A behavioral knight-time story

Here is a story to reinforce the differences between the four basic behavioral types:

Four of King Arthur's knights, each representing a different behavioral type, were convicted of a crime and sentenced to death by decapitation. On execution day, they mounted the stairs together to position their heads in a custom-made, four person



guillotine. (For you skeptical types who may be wondering why King Arthur uses a French product, maybe it's a gift from King Louis.) The Lord High Executioner swings his royal ax, the rope snaps, and the blade comes down—stopping inches from their necks. King Arthur interprets this as a sign of innocence, so he pardons all four men. They all rejoice—some noisily, some silently—with everyone reverting to his own type of instinctive response.

Almost immediately, the Dominant Director knight turns to the others and yells, “You see! I told you I ‘m innocent!”

The Influencing Socializer knight screams, “Let’s eat, drink, be merry. . .and party, party, party!”

The Steady Relater knight walks up to the executioner and says, “I want you to know that I don’t hold this against you. You were just doing your job and I know you’re a good person at heart. Would you like to join me for dinner sometime?”

The Conscientious Thinker knight pauses, looks up at the mechanism, scratches his head, and says, “Hmmm, I think I see the problem.”

## Pick a type. . .any type

After our general introduction to the basic four, core behavioral types, you may already know which one is most like you. Did you also recognize other people you know? Besides deciding which type is most like you, you may have thought of people who sounded quite similar to one or more of the personality types in this chapter—those you harmonize with and those who tend to “rub you the wrong way”. Now that you know which type you are, you can better determine other people’s types. Integrating

what you know about yourself with what you can observe and learn about others reveals valuable information to help you relate more effectively with them. The next chapter explains how to determine other personality types by focusing on specific verbal, vocal, and visual signals they provide. So get ready to become a people reader in Chapter 3.

Remember . . .

**TASK ORIENTED**

- Conscientious Thinker
- Dominant Director

**PEOPLE ORIENTED**

- Steady Relaters
- Influencing Socializers

**FASTER PACED**

- Dominant Directors
- Influencing Socializers

**SLOWER PACED**

- Steady Relaters
- Conscientious Thinkers

**WHO SEEKS WHAT?**

- Dominant Directors
- Conscientious Thinkers
- Influencing Socializers
- Steady Relaters

- Power & Control
- Accuracy & Precision
- Popularity & Prestige
- Sincerity and Appreciation

**KIND OF DECISION MAKER**

- Dominant Director
- Conscientious Thinker
- Steady Relater
- Influencing Socializer

- Decisive
- Deliberate
- Conferring
- Spontaneous

# Now, a Word About Our Authors...

Anthony J. Alessandra, Ph.D.

**Dr. Tony Alessandra** helps companies turn prospects into promoters. He's two speakers in one... a professor and a performer, or as one client put it – he delivers college lectures in a comedy store format. Dr. Tony offer audiences the opportunity to enjoy themselves while learning practical, immediately applicable skills that positively impact their relationships with prospects, customers and co-workers. His focus is on how to create instant rapport with prospects, employees & vendors; how to convert prospects and customers into business apostles who will “preach the gospel” about your company and products; and how to out-market, out-sell and out-service the competition.

Dr. Alessandra has a street-wise, college-smart perspective on business, having been raised in the housing projects of NYC to eventually realizing success as a graduate professor of marketing, Internet entrepreneur, business author, and hall-of-fame keynote speaker. He earned a **BBA** from Notre Dame, an **MBA** from the Univ. of Connecticut and his **PhD** in marketing in 1976 from Georgia State University.

In addition to being president of **Assessment Business Center**, a company that offers online 360° assessments, Tony is also a founding partner in the **Platinum Rule Group**—a company which has successfully combined cutting-edge technology and proven psychology to give salespeople the ability to build and maintain positive relationships with hundreds of clients and prospects.

Dr. Alessandra is a prolific author with **27 books** translated into over 50 foreign language editions, including the newly revised, best-selling *The NEW Art of Managing People*; *Charisma*; *The Platinum Rule*; *Collaborative Selling*; and *Communicating at Work*. He is featured in over **100 audio/video programs and films**, including **Relationship Strategies** (American Media); **The Dynamics of Effective Listening** (Nightingale-Conant); and **Non-Manipulative Selling** (Walt Disney Productions). He is also the originator of the internationally-recognized behavioral style assessment tool—**The Platinum Rule®**.

Recognized by *Meetings & Conventions Magazine* as “*one of America’s most electrifying speakers*,” Dr. Alessandra was inducted into the **NSA Speakers Hall of Fame** in 1985. In 2009, he was inducted as one of the “Legends of the Speaking Profession;” in 2010-2013, he was selected 4 times as one of the **Speakers.com Top 5 Sales/Marketing/Customer Service Speakers** by Speaking.com; in 2010, Tony was elected into the inaugural class of the **Top Sales World Sales Hall of Fame**; in 2012, he was voted one of the **Top 50 Sales & Marketing**

**Influencers**; and also in 2012, Dr. Tony was voted the **#1 World's Top Communication Guru**. Tony's polished style, powerful message, and proven ability as a consummate business strategist consistently earn rave reviews and loyal clients.

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## Michael J. O'Connor, Ph.D.

Dr. Michael O'Connor is an accomplished author, consultant, business advisor, speaker and trainer. He has three decades of experience working with both private and public companies and organizations of all sizes both domestically and internationally. He continues to work daily with organizations, groups and individuals to build their current and future success. The nature of his continuing contribution is reflected in the reputation he has gained as "the consultant's consultant" and "executive's coach."

He has authored over two hundred products that are used for the assessment and development of businesses, leaders and employees, and work groups. These include instruments, training programs, hands-on diagnostic tools, audio and videotapes, and computerized materials/services. Dr. O'Connor is also currently the co-author of six books. In their historical order of authorship these are: *Mysteries of Motivation*, *People Smart*, *People Smarts*, *The Platinum Rule*, *Managing By Values*, and *Developing Leadership & Character*.

Dr. O'Connor has formerly been a university professor, served

as Vice President for Consulting & Resources Development at the Carlson Learning Company and been a senior external consultant to the Hay Group of Companies for its European Sector. His clients have ranged from the largest to small, family-owned businesses. Some of the recognizable client names include IBM, Shell, AT&T, United Airlines, Citibank, Chase Manhattan Bank, Florida Power & Light, Airlines Reporting Corporation and numerous U.S. Government Agencies and the American Management Association.

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## Janice Van Dyke, Ph.D.

Janice VanDyke, Ph.D., has written dozens of articles that have appeared in various national trade journals.

## ***OTHER DISC RESOURCES***

### **1) The DISC Platinum Rule Online Virtual Training Program**

- <http://www.alessandra.com/taelearning.asp>

**This DISC Platinum Rule Interactive Virtual Training Program** is not just a simple set of videos. It's a *full motion interactive training program* delivered through a cutting edge multi-million dollar training and communication technology that trains, tracks, monitors and measures each and every user in real time. It's almost like having Dr. Alessandra on staff working 24/7 to get your organization completely trained and efficient at utilizing the DISC Behavioral Style communication strategies to increase sales, customer loyalty and internal communication and teamwork! It has built in real-time reporting and notification metrics to make sure everyone is learning and succeeding.

Dr. Tony Alessandra earns nearly \$20,000 to give a one hour keynote on this information. Now you can have him on your staff 24/7, 365 days per year at a fraction of the cost. Employees, new hires and management can utilize this program wherever and whenever it's convenient or necessary.

The value of this interactive virtual training program is in the understanding, retention and successful implementation of this powerful content. Give your staff and company a

competitive advantage by learning how to leverage the DISC Behavioral Style communication strategies. Here is what this program covers:

### **Course 1: The Different DISC “Styles”**

#### *Chapter -*

1. What is Behavioral Style
2. Introduction to The Platinum Rule®
3. The Four Primary DISC Styles

### **Course 2: How to Identify Each DISC Style**

#### *Chapter -*

1. Identifying Guarded versus Open Behaviors
2. Identifying Direct versus Indirect Behaviors
3. Identifying Each of the Four DISC Styles

### **Course 3: Describing the Four DISC Styles**

#### *Chapter -*

1. Introduction to the “D” Style
2. Introduction to the “I” Style
3. Introduction to the “S” Style
4. Introduction to the “C” Style
5. Summary of the DISC Styles



## **Course 4: Adaptability with all Four DISC Styles**

### **Chapter -**

1. What is Adaptability?
2. Adapting Your Pace
3. Adapting Your Priority
4. Adapting to the “D” Style
5. Adapting to the “I” Style
6. Adapting to the “S” Style
7. Adapting to the “C” Style
8. Summary on Adaptability

## **Course 5: Building Effective Teams**

### **Chapter -**

1. Building Effective Teams
2. How the Four Styles Interact in Group Settings

## **Course 6: Leadership and the Four DISC Styles**

### **Chapter -**

1. Position Power and versus Personal Power
2. Communicating Effectively with each DISC Style
3. When You are the D Style and when they are the D Style

4. When You are the I Style and when they are the I Style
5. When You are the S Style and when they are the S Style
6. When You are the C Style and when they are the C Style
7. Helping each DISC Style Decide
8. Motivating each DISC style
9. Complimenting each DISC Style
10. Counseling each DISC Style
11. Correcting each DISC Style
12. Delegating to each DISC Style
13. Acknowledging each DISC Style

## **Course 7: The Sales & Services Process**

### ***Chapter -***

1. The Five Definable stages to the Sales Cycle
2. Phase 1: The Initial Contact stage
3. Phase 2: The Exploring Needs stage
4. Phase 3: The Presenting Solutions stage
5. Phase 4: The Confirming the Sale stage
6. Phase 5: The Assuring Customer Satisfaction stage

## 2) The DISC Online Interactive Assessment

- <http://www.alessandra.com/taelearningdisc.asp>

An indisputable fact is that people prefer to interact with people they like. The ability to create rapport with people is a fundamental skill in sales, management, personal relationships, and everyday life. The goal of the **DISC Online Interactive Assessment** is to help you create personal chemistry and productive relationships. You do not have to change your personality; you simply have to understand what drives people and recognize your options for effectively dealing with them.

The **DISC Online Interactive Assessment** teaches you powerful life skills that will serve you well in all your relationships: business, social and family. **The DISC Online Interactive Assessment** online assessment is a resource for individuals and organizations desiring to improve performance, increase productivity and to positively persuade other people.

Unlike many other behavioral assessments, our 38-page reports are as much prescriptive as they are descriptive! In other words, we spend as much time teaching you how to improve your own productivity and interpersonal interactions as we do describing your natural DISC behavioral style. We realize that you are about to invest money and time in our online assessment, so we want you to come away with fast, effective learning strategies that get you results immediately.

The **DISC Online Interactive Assessment** report has two parts:

### ***PART I UNDERSTANDING YOURSELF***

- General Characteristics
- Your Strengths: What You Bring to the Organization
- Your Motivations (Wants) and Needs
- Your Motivations: Ideal Work Environment
- Your Behavior and Needs Under Stress
- Communication Plans
- Potential Areas for Improvement
- Summary of Your Style
- Word Sketch: Adapted Style
- Word Sketch: Natural Style
- Your Personalized eGraphs
- The 12 Integrated DISC Styles Relationships
- Your Behavioral Pattern View

### ***PART II APPLICATION OF DISC STYLES***

- Application, Application, Application
- Overview of the Four Basic DISCstyles
- How to Identify Another Person's Behavioral Style

- What is Behavioral Adaptability?
- How to Modify Your Directness and Openness
- Tension Among the Styles
- How to Adapt to the Different Behavioral Styles
- So Now What?
- Additional DISC Resources

The **DISC Online Interactive Assessment** is valuable for individuals and all types of organizations; public or private; large or small.

### 3) The Online DISC Interactive Communications Tool

- <http://www.alessandra.com/taelearningct.asp>

This **Online DISC Interactive Communications Tool** should use on a daily basis when you want to know how to deal with anyone in any situation. If used often, you will see an incredible improvement in your interpersonal interactions – whether it's in sales situations, managing direct reports, negotiating with vendors or dealing with anyone in a social setting. Using this interactive communications tool will raise you to a new level of relationship success that few people master.

This is an interactive tool you can use over and over again to quickly identify any person's DISC style – whether it's a customer, employee, colleague, vendor, etc. - in order to determine how to treat them right then and there.

When you utilize the DISC Online DISC Interactive Communications Tool, you will be asked one question – “*Do you know this person’s* (customer, employee, colleague, vendor, etc.) *DISC style?*”

If you choose **YES**, you are then asked to choose whether that person is a D, I, S, or C style. Once you choose a style, you are presented with four major adaptability categories listed below.

If you choose **NO**, you are asked to make two either/or decisions based on a series of observable behaviors. First, you’re asked if the person is more Open or Guarded (using a list of observable behaviors) and then you’re asked if the person is more Direct or Indirect (again using a list of observable behaviors). Once you make both either/or decisions, you are presented with four major adaptability categories below.

The **four major adaptability categories** from which to choose to interact with this style here and now are:

1. General Action Plan
2. Selling Strategies
3. Managing/Leading Your Team
4. Social Settings

Each of these four major adaptability categories has several **sub-categories** from which you can choose to interact with this style. Once you choose a sub-category, you will be

presented with 3-5 bullet-point suggestions on how to deal with that style in that specific situation. Here are just some of the sub-categories from which to choose:

**1. General Action Plan**

- a. Style Overview
- b. Style Strengths
- c. Style Struggles
- d. Communication Do's
- e. Communication Do Not's
- f. Motivated By...
- g. Tends to Need...
- h. Tendencies They Bring to the Job
- i. Typical Behaviors in Conflict or Under Stress

**2. Selling**

- a. Connecting with the Customer
- b. Exploring Needs
- c. Presenting Solutions
- d. Confirming/Closing the Sale
- e. Assuring Customer Satisfaction
- f. Gifting Ideas by Style
- g. Leaving Voicemails by Style

### **3. Managing/Leading Your Team**

- a. Providing the Ideal Work Environment
- b. Adapting Your Communication Style
- c. Adapting Your Leadership Style
- d. Helping Others Reach Decisions
- e. Motivating Others
- f. Complimenting Others
- g. Counseling Others
- h. Correcting Others
- i. Delegating to Others
- j. Acknowledging Others

### **4. In Social Settings**

- a. Typical Social Behaviors of this Style
- b. Preferred Social Situations for this Style
- c. When You are this Style
- d. How to Behave Socially When Others are this Style