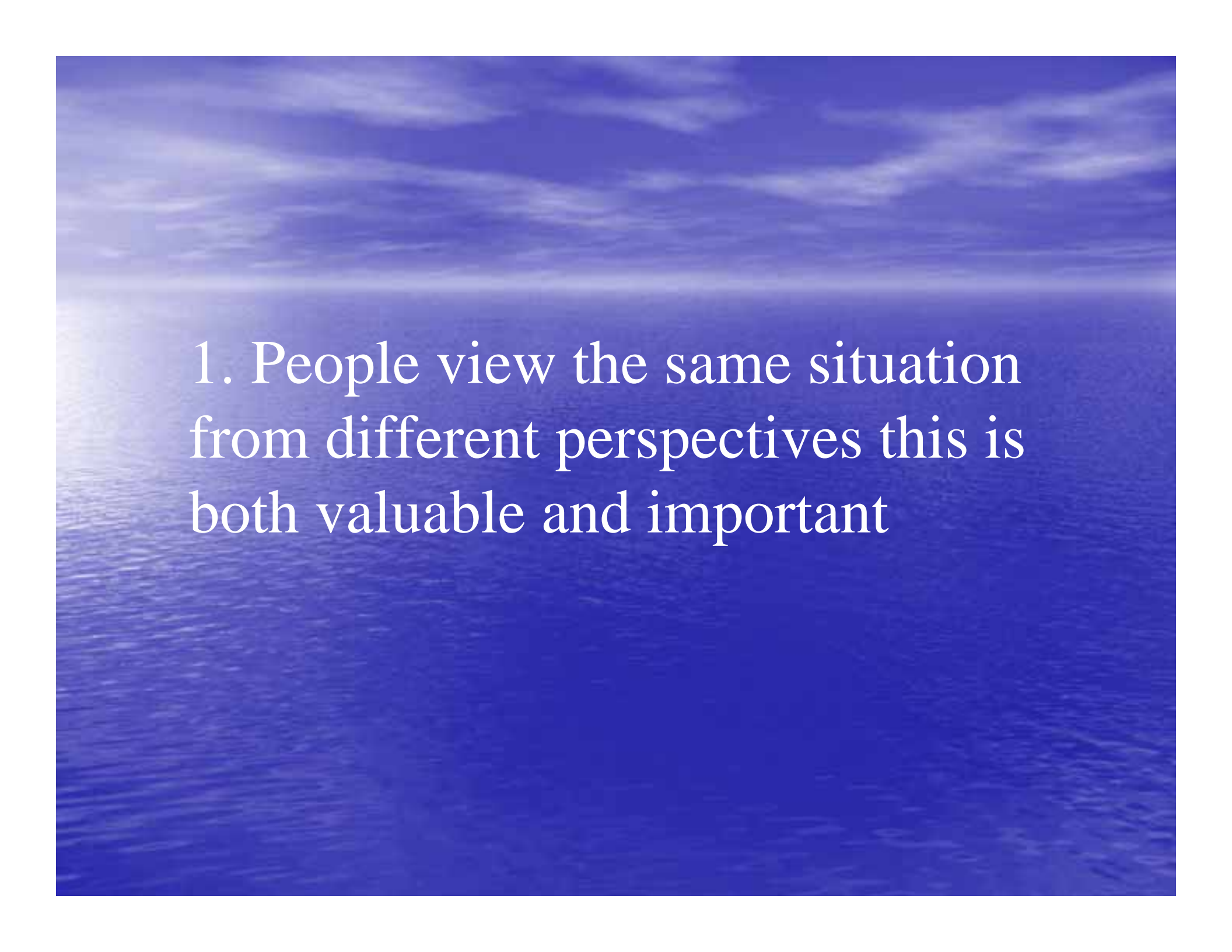


Unit 1.
Understanding the
People Around You




1. People view the same situation from different perspectives this is both valuable and important




2. Understand yourself, how you behave and appreciate your strengths.

3. Understand others and what behavioral pattern they follow



4. When planning your communication with others, match your approach to their behavior pattern



5. We can choose to change our behavior however, behavioral patterns normally change slowly if at all

Socializer	Accomplisher	Stabilizer	Analyzer
Optimistic	Self-Certain	Deliberate	Self-controlled
Exciting	Bold	Conventional	Logical
Open	Decisive	Enduring	Systematic
Spontaneous	Brave	Calm	Exact
Creative	Dedicated	Caring	Skeptical

Influential	Competitive	Cooperative	Curious
Conversational	Confident	Humble	Diplomatic
Lively	Experimental	Dependable	Methodical
Receptive	Dynamic	Genuine	Perfectionist
Communicator	Administrator	Encourager	Philosopher
Happy	Forward	Wholehearted	Thoughtful

1. Socializers: Will Confront

May Appear

- Manipulative
- Over-eager
- Impulsive
- Inconsistent
- Superficial
- Unrealistic
- Wasteful of time

Need

- To get credit
- Action and interaction
- Quick pace for stimulation and excitement
- Removal of any threat to prestige

Example of response to stressful situation:

“Listen you turkey, I’ve taken your abuse long enough.”

SOCIALIZER

Emphasis: Influence

- Shaping the environment by forming others in an alliance to accomplish results

Behavior:	Open and direct
Pace:	Fast
Priority:	Relationships
Focus:	Interaction, dynamics of relationship
Irritation:	Boring tasks and being alone
For decision:	Give incentives and testimonials
They question:	Who else uses it
Specialty:	Socializing
For security:	Relies on flexibility
For acceptance:	Depends on playfulness

To increase flexibility:

- Control time and emotions
- Develop an objective mind set
- Spend more time checking, verifying, specifying, organizing
- Follow-through
- Concentrate on the task
- Take a more logical approach

Measures Personal Worth

by:

- Acknowledgment
- Recognition
- Applause



**THEME:
NOTICE ME**

Behavioral Characteristics:

- Spontaneous actions and decisions
- Stimulating
- Talkative
- Quick pace
- Gregarious
- Spontaneous
- Dramatic opinions and actions
- Jumps from one activity to another
- Works quickly and excitingly with others
- Operates on intuition
- Likes involvement
- Exaggerates and generalizes

- Tends to dream and get others caught up in their dreams
- Undisciplined about time
- Risk-taker
- Enthusiastic
- Optimistic
- Good persuasive skills
- Emotional
- Friendly

2. Accomplishers: Will Dictate

May Appear

- Restless
- Critical
- Blunt
- Intrusive
- Uncooperative
- Irritable
- Aggressive
- Pushy

Need

- Control of situation and self
- Tangible evidence of progress
- Fast pace for moving toward goals
- Removal of any threat to accomplishment

Example of response to stressful situation:
"If you can't stand the heat, get out of the kitchen."

Accomplishers

Emphasis: DOMINANCE

- Shaping the environment by overcoming opposition to accomplish results.

Behavior:	Direct and Self-contained
Pace:	Fast
Priority:	The task
Focus:	Results
Irritation:	Wasting time; “touchy-feely” behavior that blocks action/results
For decision:	Give options and probable outcomes (let <i>them</i> decide)
They question:	What it does and by when
Specialty:	Being in control
For security:	Relies on being in control
For acceptance:	Depends on leadership skills, strives to be a winner

To increase flexibility:

- Practice “active” listening
- Pace self to project a more relaxed image
- Develop patience, humility and sensitivity: concern for others’ needs
- Use more caution
- Verbalize the reasons for conclusions
- Identify with a group
- Be aware of existing sanctions

Measure personal worth by:

- Results
- Track record



THEME:

**NOTICE MY
ACCOMPLISHMENTS**

Behavioral Characteristics:

- Independent
- Strong-willed
- High ego-strength
- Prefers maximum freedom to manage self and others
- Low tolerance for feelings, attitudes and advice of others
- Wants immediate results
- Decisive
- Goal-oriented
- Cool and competitive
- Accepts challenges
- Takes authority
- Solves problems

- Decisive actions and decisions
- Likes control
- Dislikes inaction
- Cool, independent and competitive with others
- Works quickly and impressively by him/herself
- Good administrative skills
- Causes action
- Dominant
- Fast, impatient pace

3. Stabilizers: Will Submit

May Appear

- Wishy-washy
- Submissive
- Passive
- Dependent
- Defensive
- Indecisive

Need:

- Reassurance that they're liked
- Personal assurances
- Slow pace for comfort and security
- Removal of any threat to relationships

Example of response to stressful situation:

"OK, if that's the way you must have it, we'll try it."

STABILIZER

Emphasis: Steadiness

- Cooperation with others to carry out the task


Behavior:	Open and indirect
Pace:	Slow and easy, relaxed
Priority:	Relationships
Focus:	Building trust and getting acquainted
Irritation:	Pushy, aggressive behavior
For decisions:	Give guarantees and reassurance
They question:	How it will affect personal circumstances
Specialty:	Support
For security:	Relies on close relationships
For acceptance:	Depends on conformity, loyalty, and helpful nature (“to have friends, to be a friend”)

To increase flexibility:

- Say "no" occasionally
- Attend to completion of tasks without oversensitivity to other's feelings
- Be willing to reach beyond their comfort zone
- Take risks
- Delegate to others

Measures Personal Worth by:

- Attention from others



THEME:
**NOTICE HOW WELL-
LIKED I AM**

Behavioral Characteristics:

- Accepts change slowly and reluctantly
- Likes close personal relationships
- Supports and “actively” listens to others
- Warm and accepting
- Steady and calm
- Supportive
- Emphatic listener
- Shares personal feelings and emotions
- Approaches risk cautiously
- Good counseling skills
- Asks many questions
- Amiable

- Consistent
- Respectful, "wears well"
- Has excellent ability to gain support from others
- Dislikes interpersonal conflict
- Loyal and dependable
- Patient and considerate
- Warm and friendly
- Slow to take action and make decisions

4. Analyzers: Will Withdraw May Appear

- Over-reliant on data and documentation
- Resistant to change
- Slow to act
- Slow to begin
- Unable to meet deadlines
- Lacking in imagination
- Withdrawn
- Resentful

Need:

- Guarantees that they're right
- Understanding of principles and details
- Slow pace for "processing" information
- Removal of any threat to accuracy

Example of response to stressful situation:

"I can't help you any further. Do what you want."

ANALYZER

Emphasis: Compliance

- Working with existing circumstances to promote quality in products or service

Behavior:	Self-contained and direct
Pace:	Slow, steady, methodical
Priority:	The task
Focus:	The details, the process
Irritation:	Surprises, unpredictability
For decision:	Give facts, details and documentation
They question:	How it works, how you reach your conclusions
Specialty:	Process, systems
For security:	Relies on preparation
For acceptance:	Depends on being correct

To increase flexibility:

- Openly show concern and appreciation of others
- Occasionally try shortcuts and time-savers
- Try to adjust more readily to change and disorganization
- Work on timely decision-making and initiating new projects
- Compromise with the opposition
- State unpopular decisions
- Use policies as guidelines only

Measures Personal Worth by:

- Precision
- Accuracy
- Progress



THEME:

NOTICE MY EFFICIENCY

Behavioral Characteristics:

- Serious
- Persistent
- Orderly
- Perfectionistic
- Seeks facts and data
- "Show Me" attitude
- Structured and organized
- Asks specific questions about specific details
- Good problem-solving skills
- Time-disciplined
- Precise
- Likes problem-solving activities

- Checks for accuracy
- Likes organization and structure
- Dislikes too much involvement
- Slow, cautious pace
- Works alone, slowly and precisely
- Follows directions and standards
- Concentrates on detail
- Complies with authority
- Critical of performance
- Prefers objective, intellectual work environment
- Cautious actions and decisions