

MIND THE MATTERS

BREAKTHROUGH TO THE MOMENTS THAT MATTER!



Personalized Report for: Ashley Wexler
6/4/2014

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Introduction



Dear Ashley,

Congratulations on completing the **MIND The Matters™** Behavioral Style Assessment. Using your personalized and comprehensive assessment will help you become a better, more productive and successful you. It teaches you how to show more empathy with others, a valuable skill in today's 'Conceptual Age.' You learn how to develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. You can then focus more on your goals instead of your fears. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

HOW TO USE THIS REPORT

This report is divided into three parts. The first part presents your eGraph results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph.

The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no 'best' style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are **tendencies only** for your style group and may or may not specifically apply to you personally.

The third section of this report focuses on how to use the **MIND The Matters™** concept with others, from how to visually and verbally identify another person's style to how to adapt your behavior to "connect" with any of the four primary styles. This last section is the all important successful application of this concept in all of your interpersonal relationships. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

PERCEPTIONS... WHAT DO THEY MEAN?

During your observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It's an important component to the total **MIND The Matters™** Behavioral Style Assessment because it truly completes the 360-degree perspective initially promised to you.

Isn't a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.

Introduction



How did your self-perception compare to your observers' perceptions? The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.

Studies have shown that the most effective people know themselves, know the needs or demands of the situation or relationship, and adapt their behaviors to meet those needs. The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been strained. If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain it in Part III.

BEHAVIORAL STYLES

Both historical and contemporary research reveal more than a dozen models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. **MIND The Matters™** focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to 'read' people. This model is simple, practical, and easy to remember and use.

As you read the descriptions of each style in Part III of your report, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or at school... what style do their behavioral tendencies reflect? The descriptions and adaptability guidelines in Part III will help you get on the same wavelength with each of the four styles. Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses.

ADAPTABILITY

This report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Social scientists call it 'social intelligence.'

There's been a lot written lately on how your social intelligence is as important as your Intelligence Quotient (IQ) in being successful in today's world. In some cases, social intelligence is even more important than IQ. No matter what you do -- doctor, lawyer, business professional, in sales, service, high tech or blue collar -- The aptitude for relating to and connecting with others will take on more and more importance as a key to success today and in the future.

Imagine the benefits of understanding how to treat people the way *they* want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before.

Introduction



THE ULTIMATE GOAL OF MIND THE MATTERS™...

is personal chemistry and productive relationships. You do not have to change your personality, ideas, beliefs or values. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.

These are powerful life-skills that will serve you well in all your relationships: work, friends, school, spouse, and children. Improved relationships create infinite possibilities.

HOW TO READ AND INTERPRET YOUR eGRAPH

On page 6 you will find your personalized eGraph results. Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we're measuring are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we're intending to measure.

If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before. Since your eGraph may be updated throughout the Observer period, it may change from time to time. At the end of the Observer period, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

INTERPRETING YOUR eGRAPH

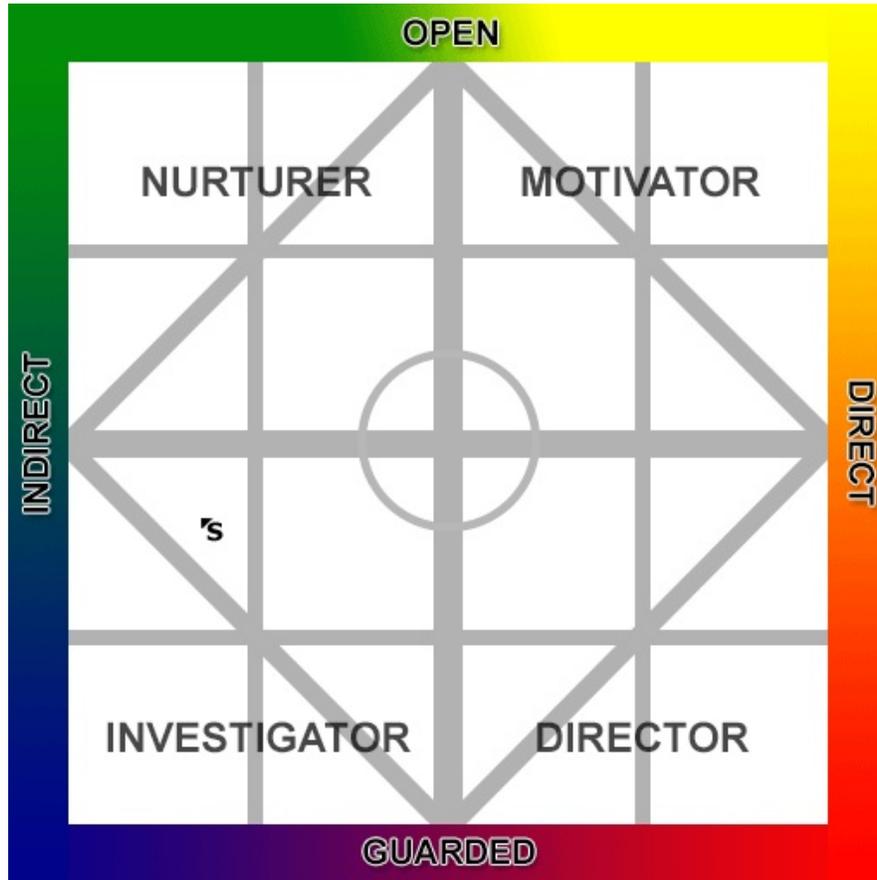
Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.

To help you interpret your eGraph, we'll look at the plot points of people who know you in your various observer settings and ask some questions to help you interpret the results.

eGraph Results



for Ashley Wexler



SYMBOL	DESCRIPTION
s	Self-assessment
■	Observers who know you in this setting: Personal (Social & Family)
r_A	Average of Observers in this setting: Personal (Social & Family) (will only display if more than 3 observers)
▲	Observers who know you in this setting: Co-Workers
r_B	Average of Observers in this setting: Co-Workers (will only display if more than 3 observers)
■	Observers who know you in this setting: Customers/Clients
r_C	Average of Observers in this setting: Customers/Clients (will only display if more than 3 observers)
◆	Observers who know you in this setting: Colleagues
r_D	Average of Observers in this setting: Colleagues (will only display if more than 3 observers)

Interpreting Observer Responses



Refer to a copy of your eGraph on page 6.

1. Take a look at the responses from your various observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Are the various observer responses similar or different? What does this tell you?
5. Were your observer responses similar or different from your response? What does this mean to you?
6. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Motivator and Nurturer) or mostly guarded behaviors (Below: Director and Investigator)?
7. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Director and Motivator) or mostly indirect behaviors (Left: Nurturer and Investigator)?
8. Choose one relationship you would like to improve. Determine the other person's style (See Part III of this report). Choose 2-3 simple behaviors from Part III that you can modify in your behavior to elicit a different, more positive response. Repeat this exercise, as needed, for other important people in your life.

PART II - The Investigator Style and Increasing Your Effectiveness



The primary goal that motivates you is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in organizations that involve highly specialized and focused work. Although you are not opposed to change, you want to be sure the change is attainable and will result in the desired improvement.

COMPARED TO OTHER INVESTIGATORS, YOU ARE MORE LIKELY TO:

- Follow established expectations and rules
- Prefer to have control over procedures
- Attend precisely to details and follow-through
- Dislike opposition, hostility, and adversity
- Desire stability and clarity
- Be restrained, face-saving and risk-averse
- Work comfortably in administrative or supporting roles
- Become more reserved and indirect; even secretive and highly judgmental when under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You're continually on the lookout for ideal solutions, so you may miss the less-than-perfect opportunity. Or, you may overlook the cumulative worth of piecemeal progress. You would benefit by developing more realistic expectations. For example, you should learn to manage risk and contingencies rather than avoiding them altogether, and get more comfortable with "trade-offs" when making decisions.

With People:

Uncomfortable with in-depth involvement with people, you may need to work at building and using better social skills. You could benefit, for instance, by collaborating more and by being open and honest in expressing your thoughts. As those skills improve, so will your comfort with and enjoyment of differing types of people. That, in turn, can bolster your self-esteem.

PERSONAL EMPOWERMENT POINTERS

- Learn to adjust to less-than-perfect alternatives if they're available and workable.
- Be more open and forthright in expressing your thoughts.
- Be more genuinely open to people different from yourself. Identify at least one or two new growth goals each year that involve improving your adaptability.

PART II - The Investigator Style and Increasing Your Effectiveness



Here are Some of Your Typical Behaviors:

- You dislike making mistakes or being embarrassed
- You are naturally suspicious of others unless they've proven themselves in the past
- Your emphasis is on compliance and working within existing guidelines to promote quality in products or service
- You are concerned with analytical processes and are a persistent, systematic problem solver
- You emphasize things like precise understanding, accurate work, proper manners, and impeccable personal habits
- You ask many questions about specific details
- You tend to be skeptical and like to see things in writing
- You are a master at following important, established directions and standards
- You naturally favor a methodical and deliberate approach to decision making
- You have a high need to be right, leading you to an over reliance on proof

Here are Some of Your Typical Motivators:

- Co-workers who do not criticize your work or ideas
- Being viewed by others as dependable
- Working in an objective, task-oriented, intellectual environment
- Co-workers who value correctness and let you know you are valued for it
- An environment where you can share your rich supply of information with small groups of people who can benefit from your wealth of experience and knowledge
- Ability to work with complete data systems or able to formulate some yourself
- An environment where you know exactly what is expected of you

Here are Some Typical Growth Opportunities For You:

- Instead of confronting people with your discontent, you tend to withhold and store this information in case you need to build a case against them in the future
- You need to openly state unpopular decisions
- You can benefit from being more collaborative in your dealings with people
- Try overcoming your natural weaknesses of procrastination and your conservative nature, which promotes your tendency to be picky and overly-cautious
- You fear personal criticism or actions that threaten your self-worth
- Compromise more with others
- Become less self-critical and demanding
- Openly show concern and appreciation of others
- Be less critical of your own performance
- You can also be a worry-wart

Your Style on the Job

Investigator Style



Here are Some of Your Typical Business Behaviors:

- You prefer to work with complete information
- You are more interested in quality than quantity; prefer lower output to inferior results
- You are intuitive and original; once you know the expected structure, you may invent their own structure, method, or model
- You can be perceived as being critical of others' input when you are only trying to help them perfect their ideas
- You are concerned with process; you want to know how or why something works or happened
- You prefer being organized and process-oriented, with a minimum of idle chit-chat

Here are Some Suggestions to be More Effective at Work:

- Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way to achieve quality results
- Stand up to those with whom you have a disagreement and openly discuss and resolve your differences. Do not try to avoid these people or strategize against them
- Interact informally with your work colleagues. This will help you to know and understand them better as well as give you some insights into their feelings and thoughts
- Take time to negotiate and clarify expectations and time frames with others in order to avoid misunderstanding and disappointment and to keep things on track
- Develop a procedure or plan that assures your desired outcomes without unduly burdening the overall process

Here are Some Suggestions For Others Working with You:

- Be detailed, accurate, and logical with Ashley
- Provide solid, tangible evidence to Ashley
- Give assurances that decisions made will not backfire on Ashley
- Show Ashley your commitment through your actions, not just words
- Support Ashley's organized, thoughtful approach

Your Style in the Social Scene

Investigator Style



Here are Some of Your Typical Social Behaviors:

- You attend small gatherings of close colleagues who have proven their value to you in the past
- You tend to primarily talk facts, not feelings
- You are quiet and observant; you like to collect information before you enter relationships
- You are guarded; you prefer small group of friends with whom you can let down your shield
- You converse logically about complete bodies of knowledge, adding key details to the conversation
- You are serious; you are naturally suspicious of others unless you have proven yourself in the past

Here are Some Suggestions to be More Effective Socially:

- Demonstrate more concern and appreciation to others by conveying that you really appreciate their thoughtfulness
- Occasionally confront others with whom you disagree, instead of avoiding or ignoring them and doing what you want to do anyway
- Act somewhat less formal and more casual
- Avoid dwelling on someone else's mistakes
- When you think you've been wronged, try not to retain a little black book in your mind and to keep score
- Loosen up your strong tendency to value privacy, individual space, and discretion in your relationships with others
- Elaborate on a response instead of replying just yes or no
- Tone down your tendency to OVER prepare

Here are Some Suggestions For Your Friends When Interacting With You:

- Privately acknowledge Ashley and share your thought process with Ashley
- Solicit Ashley's insights and suggestions
- Respond rather formally and politely to Ashley
- Use a logical approach with Ashley
- Focus on how pleased you are with Ashley's procedures

Behaviors and Needs Under Stress

Investigator Style



Under Stress You May Appear:

- Slow to act
- Slow to begin work
- Resentful
- Resistant to change
- Withdrawn

Under Stress You Need:

- Guarantees that you are right
- A slower pace for processing information
- Accuracy

Here Are Your Typical Behaviors in Conflict:

- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- You appear to avoid conflict. In reality, however, you are often just withdrawing to enable you to prepare for a future, probably covert, attempt to reestablish your position.

Strategies to Reduce Conflict and Increase Harmony With Others:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression than you. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Stand up for yourself rather than avoiding others or pretending to go along with them.

PART III - Application of Behavioral Styles with Others



APPLICATION, APPLICATION, APPLICATION

Understanding your own behavioral style and natural tendencies are just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to *their* behavioral style, not yours!

This application section includes:

- How To Identify Another Person's Behavioral Style
- The Four Basic Styles Overview
- What is Behavioral Adaptability?
- How to Modify Your Directness and Openness
- Tension Among The Styles
- Action Plans with All Four Styles
- How To Adapt To The Different Behavioral Styles

This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Then identify the behavioral style of the other person using the ***How to Identify Another Person's Behavioral Style*** section. You can read about their style in ***The Four Basic Styles Overview***.

The section on ***What Is Behavioral Adaptability*** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships. Once you know their style and preferences for directness and/or openness, you can use the ***How to Modify Your Directness and Openness*** section to adjust in these areas when relating to this person. You will be amazed at the difference.

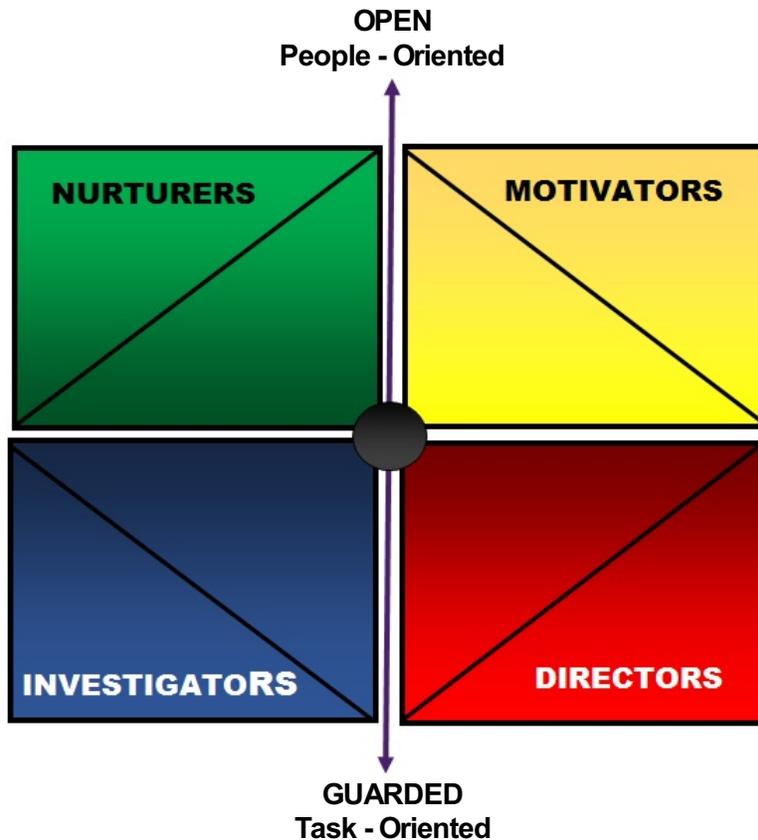
To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section. Being aware that the differences in preference in pace and priority, and modifying accordingly, can make a big difference. The ***Action Plans with All Four Styles*** section will give you a summary of needs and suggested actions to meet those needs. And finally, the last section, ***How to Adapt to the Different Behavioral Styles***, will give you suggestions when dealing with each of the four basic styles.

Identifying Another Person's Style



How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas – **openness and directness**. How open or guarded is the person and how direct or indirect is the person?

OPENNESS - (Willingness to share feelings, thoughts and opinions)



Open Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

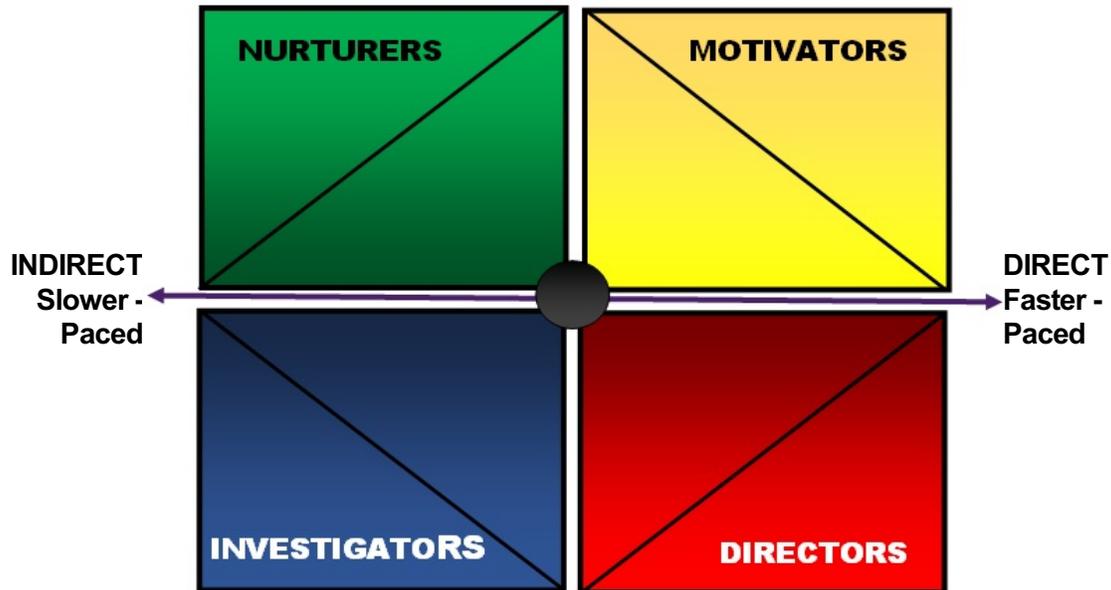
Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject

Identifying Another Person's Style



DIRECTNESS - (Measure of natural pace; degree of assertiveness)



Indirect Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

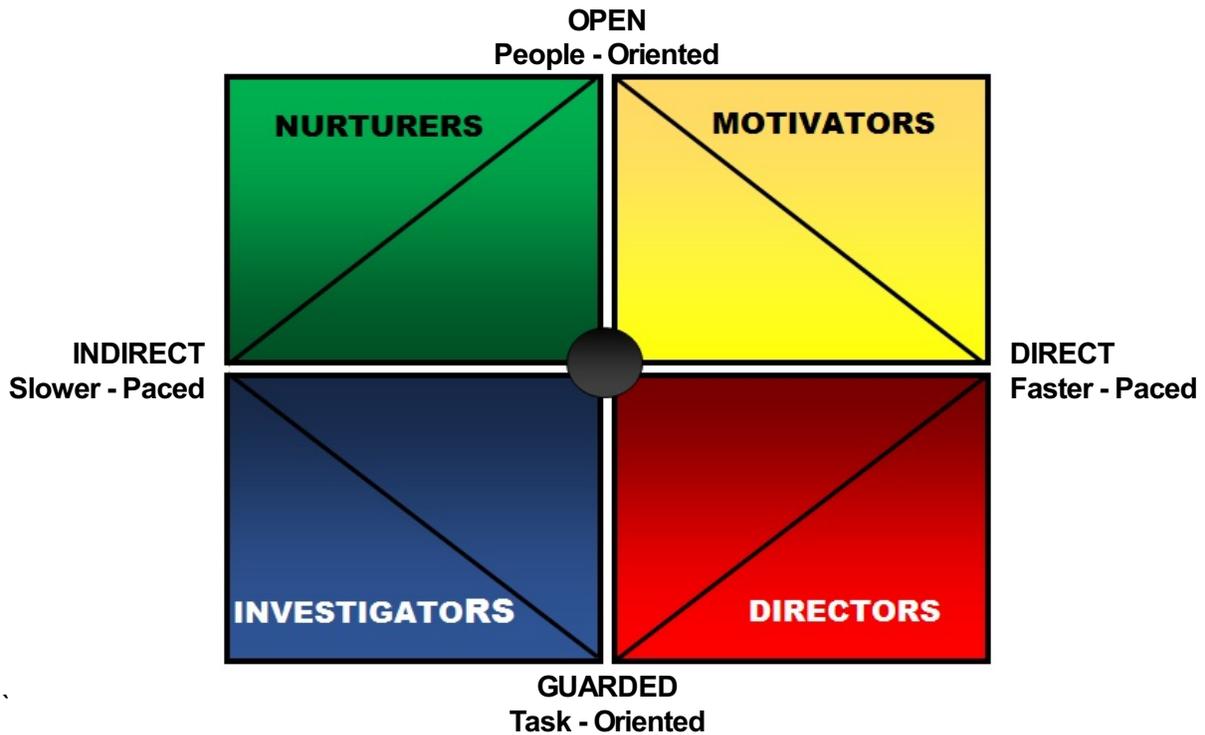
Direct Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

Identifying Another Person's Style



THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Director Styles. People who are both direct and open are Motivator Styles. People who exhibit open and indirect behaviors are Nurturer Styles. Finally, indirect and guarded people are Investigator Styles.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more direct and fast-paced or indirect and slower-paced?
2. Are they more guarded and task-oriented or open and people-oriented?

The Four Basic Styles Overview



Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in various settings.

	DIRECTOR STYLE	MOTIVATOR STYLE	NURTURER STYLE	INVESTIGATOR STYLE
PACE	- Fast/Decisive	- Fast/Spontaneous	- Slower/Relaxed	- Slower/Systematic
PRIORITY	- Goal	- People	- Relationship	- Task
SEEKS	- Productivity - Control	- Participation - Applause	- Acceptance	- Accuracy - Precision
STRENGTHS	- Administration - Leadership - Pioneering	- Persuading - Motivating - Entertaining	- Listening - Teamwork - Follow-through	- Planning - Systematizing - Orchestration
GROWTH AREAS	- Impatient - Insensitive to others - Poor Listener	- Inattentive to detail - Short attention span - Low follow-through	- Oversensitive - Slow to begin action - Lacks global perspective	- Perfectionists - Critical - Unresponsive
FEARS	- Being taken advantage of	- Loss of Social recognition	- Sudden changes Instability	- Personal criticism of their work
IRRITATIONS	- Inefficiency - Indecision	- Routines - Complexity	- Insensitivity - Impatience	- Disorganization - Impropriety
UNDER STRESS MAY BECOME	- Dictatorial - Critical	- Sarcastic - Superficial	- Submissive - Indecisive	- Withdrawn - Headstrong
GAINS SECURITY THROUGH	- Control - Leadership	- Playfulness - Others' approval	- Friendship - Cooperation	- Preparation - Thoroughness
MEASURES PERSONAL WORTH BY	- Impact - Results - Track record	- Acknowledgments - Applause - Compliments	- Compatibility - Contribution - Teamwork	- Precision - Accuracy - Quality of results
WORKPLACE	- Efficient - Busy - Structured	- Interacting - Busy - Personal	- Friendly - Functional - Personal	- Formal - Functional - Structured

What is Behavioral Adaptability?



Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a Investigator or Nurturer Style; or when you move a bit faster for the Director or Motivator Styles. It occurs when the Director or Investigator Styles take the time to build the relationship with a Nurturer or Motivator Style; or when the Motivator or Nurturer styles focus on facts or get right to the point with Director or Investigator styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference; while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social or personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat the other people the way they want to be treated.

Modifying Openness and Directness



In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

TO INCREASE DIRECTNESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

TO DECREASE DIRECTNESS

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

TO INCREASE OPENNESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

TO DECREASE OPENNESS

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among the Styles



Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Director Style and Motivator Style tend to prefer a faster pace; the Nurturer Style and Investigator Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Director and a Motivator. Both are relatively fast-paced behavioral types. Yet the Motivator places more emphasis on people than on tasks, while the Director tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Motivator does better with the Nurturer. These two will still be getting to know each other while the Investigator and the Director are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Motivator and Nurturer interaction when these two finally do get around to the tasks at hand. The Motivator usually prefers fast action, whereas the Nurturer wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Director and Investigator (another example of pace-based tension). The faster-paced Director likes to make quick decisions. The slower-paced Investigator gets uptight when having to make decisions without an opportunity to fully analyze all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Director and Nurturer relationship, as well as in the Motivator and Investigator relationship.

Take the case of the Director and Nurturer interaction: the Director should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Nurturer should try to show more concern for task completion, even if it means temporarily putting the personal relationships aside. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Motivator and Investigator relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.

Action Plans With All Four Styles...



NURTURER TRAITS...	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think emotionally	Explain your reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and one-two-three instructions as you personally "walk them through"
Want others to notice their patience and perseverance	Compliment for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate
Accepts tasks readily but has difficulty delegating because they don't like taking risks and feel they'd be in trouble if the delegation went wrong.	Explain how others will benefit from the opportunity to develop their skills and, by overseeing effectively, there will be little risk.

MOTIVATOR TRAITS...	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 when possible
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 requiring long-term repetition by them
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
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your genuine appreciation
Easily persuades others to take on tasks that don't interest them, but has difficulty delegating because they feel they would lose personal status and they haven't got the time or patience to explain in detail.	Explain that if they just take the time to think through and explain what is required, good results will follow and they will get the credit for being good managers.

Action Plans with All four Styles... Continued



INVESTIGATOR TRAITS...	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Give detailed reasoning
Seek data	Give it to them in writing
Need to know the process	Provide explanations and rationale
Proceed with caution	Allow them to think, enquire and check before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
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, within available limits
Like to contemplate	Tell them "why" and "how"
Has difficulty delegating because they can't trust other people to do it the same way and as perfectly as they would.	Explain that perfection is not always necessary and, given detailed instructions, good results will follow even if produced by a different method.
DIRECTOR TRAITS...	SO YOU...
Concerned with being Number 1	Show them how to win
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries, then give support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like change	Vary routine
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, but give them parameters
Tendency towards conflict	Argue with conviction on points of disagreement, backed up with facts; don't argue "feelings"
Impatient for results so do it themselves	Persuade them 'now' is not always necessary and work-life balance is good
Frequently gives tasks to others but has difficulty delegating because they need to be in control and don't want to give up their time in giving instructions.	Explain that, if they can be a bit less impatient, delegating properly will bring long-term benefits to the organization by developing other people so they can also produce more results.

How to Adapt to the Director Style



They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Director Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Director have their say because they are not the type who will take a back seat to others.

With the Director Style, in general, be efficient and competent.

At Work – Help Them To:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

Sales and Service Strategies with Director Styles:

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

In Social Settings:

- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

How to Adapt to the Motivator Style



The Motivator Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. Motivators are social butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Motivator Styles, in general, be interested in them.

At Work – Help Them To:

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

Sales and Service Strategies with Motivator Styles:

- Show that you're interested in them, let them talk, and allow your enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

In Social Settings:

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed

How to Adapt to the Nurturer Style



They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings. Nurturers don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Nurturer Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Nurturer Style, in general, be non-threatening and sincere.

At Work – Help Them To:

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Accept credit and praise, when appropriate

Sales and Service Strategies with Nurturer Styles:

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly (but professional) manner.
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs, as well as their task or work expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

In Social Settings:

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change

How to Adapt to the Investigator Style



They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented, so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Motivator Styles, it is not a prerequisite. Support the Investigator Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the Investigators to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed legwork for the group. If appropriate, set guidelines and exact deadlines. The Investigator Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

In general, be thorough, well prepared, detail-oriented, business-like, and patient.

At Work – Help Them To:

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not every minor detail

Sales and Service Strategies with Investigator Styles:

- Prepare, so that you can answer as many of their questions accurately
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into hasty decisions
- Tell them both the pros and cons of the complete story
- Follow through and deliver what you promise

In Social Settings:

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

Building and Maintaining Rapport and Productivity



MIND The Matters™ can have a positive effect on almost every aspect of managing/leading others. With each of the four behavioral types, for example, there's a different way to communicate and delegate tasks to them; compliment and correct them; and motivate and counsel them.

Learning these methods can quickly make you a more sensitive, effective leader of people. Sensitivity and tact are constantly demanded of leaders. If, as someone once said, tact is the radar of the mind, MIND The Matters™ can be a valuable tune-up of your antenna.

By now, you know your primary behavioral style along with growth opportunities to help you deal better with tasks and people. Keep those thoughts in mind.

Meanwhile, recognize that your power to influence employees springs from two sources. First, there's "position power." That's just what it sounds like, you're the CEO, the department head, the regional sales manager, and a certain amount of power comes with that title.

But ask any CEO what happens when he tries to get a brand of ketchup changed in the employee cafeteria. Ask the department head what happens when she decides to cut back on overtime. Ask the regional sales manager what happens when he asks all the store managers to upgrade the signs in their windows. Sometimes the bosses get their way and sometimes they don't.

So even if you have a title, you can't rely on position power alone to get you what you want. You also need "personal power." In fact, it's now generally believed that a leader can't really lead until he or she is genuinely accepted by those who are to be led.

If the CEO, department head, or regional sales manager gets the cooperation he or she asks for, it's not just because that person has a title. It's because he or she has also gained the confidence and trust of the average employee. It's because he or she has attained personal power.

So position power comes from being anointed by the hierarchy. But personal power comes from earning it, from developing it. Position power is a starting point for influencing people. But it's personal power that turns mere compliance into real cooperation.

MIND The Matters™ provides that extra ingredient that leaders and managers can use in endless ways for their firm and for themselves. Being adaptable can help supervisors, managers and leaders build bridges to their employees and make them feel valued. By learning how best to respond to their interests and concerns, their strengths and weaknesses, you can get the most from your people as well as leave them more personally satisfied.

Developing Your People



<p style="text-align: center;"><u>Developing Nurturers</u></p> <ul style="list-style-type: none">• Use one-on-one, hands-on instruction.• Start at the beginning & end at the end.• Let them observe others before trying.• Provide a step-by-step list of procedures or a working timetable/ schedule.• Allow plenty of repetition for their actions to become second nature and more routine.• Use a pleasant and patient approach in small group settings.	<p style="text-align: center;"><u>Developing Motivators</u></p> <ul style="list-style-type: none">• Release information in chunks.• Skip details and boring material.• Get them involved kinesthetically.• Let them show you what they are learning.• Be slow to criticize and quick to praise.• Let them teach concept to others.
<p style="text-align: center;"><u>Developing Investigators</u></p> <ul style="list-style-type: none">• Point out the most important things to remember first.• Demonstrate in an efficient, logical manner, stressing the purpose of each step.• Proceed slowly, stopping at key places to check for their understanding.• Ask for possible input, especially regarding potential refinements.• Build up to the big picture.	<p style="text-align: center;"><u>Developing Directors</u></p> <ul style="list-style-type: none">• Focus on the big picture.• Cover basic steps/ high points quickly.• Show them the simplest, fastest route to get them to their stated destination.• Tell them what is to be done by when.• Help them find shortcuts.• Connect concept with their highest value.

Adapt Your Communication Style



<p><u>Communicating with Nurturers</u></p> <ul style="list-style-type: none">• Be ready to do more talking than listening; they don't feel comfortable when the limelight is focused on them.• Clarify any key agenda items with them.• Stay organized and move forward steadily (but slowly) as you check to make sure they understand and accept what is being said: "Did you want me to stick around the office at a particular time each day in case you need to telephone me for emergency questions on this account, or do you want me to call you?"	<p><u>Communicating with Motivators</u></p> <ul style="list-style-type: none">• Listen to their personal feelings and experiences.• Their style requires open and responsive interaction with others, preferably in a manner of congenial and unhurried conversation (like that between long-time friends): "Just between you and me, Chris, I feel very uneasy about Jill and Howard handling this account by themselves."
<p><u>Communicating with Investigators</u></p> <ul style="list-style-type: none">• Be well organized and clear in your communications.• They search for logical conclusions.• Ask your questions in a more discreet, non-judgmental manner to elicit the points, objectives, or assurances Investigators want: "Lenny, I'm not trying to pressure you, but are you not interested in the auditor's position, or in any position?"	<p><u>Communicating with Directors</u></p> <ul style="list-style-type: none">• Listen to their suggestions, their course of action and the results they are considering.• Find areas where you already agree.• Work backwards toward gaining agreement on the results you both want-and are willing to either mutually or independently allow the other to achieve: "Sarah, this format will give you the freedom to develop your branch your way and still allow Vern and Ellen to structure theirs another way... without sacrificing time or morale."

Helping People Reach Decisions



<p style="text-align: center;"><u>Helping Nurturers Decide</u></p> <ul style="list-style-type: none">• Deal with only one subject or situation at a time, one step at a time.• Before moving on to other items, make sure they are ready, willing, and able to do so.• Remain calm and relaxed.• Encourage them to share their suggestions as to how the decision might be made in a way that is likely to add even more stability to the current conditions: "Would you mind writing down a schedule of your office's activities so I can write my proposal without missing anything?"	<p style="text-align: center;"><u>Helping Motivators Decide</u></p> <ul style="list-style-type: none">• They want to avoid discussions of complex, negative-sounding, messy problems.• Frame suggestions in a positive light.• They are open to your suggestions-as long as they allow them to look and feel good-and not require a lot of difficult, follow-up, detail work or long-term commitments. "You know just about everybody, George. Since we need to get \$350 in pledges by the end of February, why not go ahead and wrap up all your calls by Friday? Then you can relax a lot more next week."
<p style="text-align: center;"><u>Helping Investigators Decide</u></p> <ul style="list-style-type: none">• Confirm they are open to discussing the problem or decision.• If they aren't ready, either set a definite time that's better for both of you or explore their concern in even pursuing this subject.• Give them time and space to think clearly.• When the situation is being explored, review your impression of the process: "My understanding is you'd like to think it over and figure out what time commitment you'd be able to make to the group. When may I call you about your decision?"	<p style="text-align: center;"><u>Helping Directors Decide</u></p> <ul style="list-style-type: none">• Directors tend to make autonomous, no-nonsense decisions.• If the decision will help them meet their goals, they go for it; if not, they say no.• One of the few times they put off reaching a conclusion is when it takes too much time/effort doing the homework to determine the best alternative.• Prevent this procrastination by simply providing a brief analysis for each option.

Motivating Your People



<p style="text-align: center;"><u>Motivating Nurturers</u></p> <ul style="list-style-type: none">• Show how their work benefits others.• Show how the outcome will provide security for their family.• Connect their individual work to the benefit of the whole team.• Get them to see how their follow-through links to a greater good.• Show how it can strengthen their relationships with others.	<p style="text-align: center;"><u>Motivating Motivators</u></p> <ul style="list-style-type: none">• Provide "special" incentives to inspire them to go the whole nine yards.• Show them how they can look good in the eyes of others.• Create short-term contests that don't require long-term commitment.• Reward them in front of others.• Let them speak about their achievements.
<p style="text-align: center;"><u>Motivating Investigators</u></p> <ul style="list-style-type: none">• Appeal to their need for accuracy and logic.• Keep your approach clear, clean and procedural.• Better yet, provide illustration and documentation.• Avoid exaggeration and vagueness.• Show them how this is the best available current option.	<p style="text-align: center;"><u>Motivating Directors</u></p> <ul style="list-style-type: none">• Lead with the big picture.• Provide them with options and clearly describe the probabilities of success in achieving goals.• Allow them the opportunity to make choices.• Set boundaries, but let them take charge.

Complimenting Your People



<p style="text-align: center;"><u>Complimenting Nurturers</u></p> <ul style="list-style-type: none">• Mention their teamwork and dependability.• Remark about how others regard them, how well they get along with co-workers, and how important their relationship-building efforts have been to the company.• Effusiveness can arouse their suspicions, so stick to praising what they've done rather than personal attributes.	<p style="text-align: center;"><u>Complimenting Motivators</u></p> <ul style="list-style-type: none">• Pay direct personal compliments to them when legitimately deserved.• Mention their charm, friendliness, creative ideas, persuasiveness, and/or appearance (or better yet, all of the above).• They willingly accept "general praise": "We are so lucky to have you with us, Dee. You're a real gem."
<p style="text-align: center;"><u>Complimenting Investigators</u></p> <ul style="list-style-type: none">• Mention their efficiency, thought processes, organization, persistence and accuracy.• Don't mix personal and professional comments unless you know them very well.• One Investigator told us: "Compliments don't mean much to me. But I do like genuine, heartfelt appreciation once in awhile."• Keep praise simple and concise.	<p style="text-align: center;"><u>Complimenting Directors</u></p> <ul style="list-style-type: none">• Mention their achievements, upward mobility and leadership potential.• Omit personal comments and focus on their track record: "Jones, you've exceeded our company goals every month for the past year and have put in more hours than anybody but the top officials here. The CEO has his eye on you for an upcoming VP slot."

Counseling Your People



<p style="text-align: center;"><u>Counseling Nurturers</u></p> <ul style="list-style-type: none">• Understand the emotional side of their situation by drawing them out through questioning and listening.• They are disrupted by change the unknown.• Reduce their fears by showing how specific changes will benefit them and others: "Barbara, moving to Dallas will be an adjustment for all of us at first, but 80% of our staff has agreed to go. The company will move you and your family, sell your house, and give you a 10% bonus for loyal service."	<p style="text-align: center;"><u>Counseling Motivators</u></p> <ul style="list-style-type: none">• Give them ample opportunity to talk about whatever may be bothering them.• Pay attention to both facts and feelings, but put your primary emphasis on their feelings.• Involve them by asking how they could solve a challenge or problem.• Sometimes, just airing their feelings and thoughts relieves tension for Motivators.• Talking allows them to get something off their chests and can even become an end in itself, since their energy is largely influenced by the quality of their relationships.
<p style="text-align: center;"><u>Counseling Investigators</u></p> <ul style="list-style-type: none">• Draw them out by asking, "How would you...? " questions about problems.• They express thoughts indirectly, so persist in your attempts to get them to talk.• They need to plan for change so they can identify and bring under control any key considerations that have to be addressed.• When possible, allow them to investigate possible repercussions, especially at the beginning stages. That way they'll become more comfortable with possible changes.	<p style="text-align: center;"><u>Counseling Directors</u></p> <ul style="list-style-type: none">• Stick to the facts.• Draw them out by talking about the desired results; then discuss their concerns.• Focus on tasks more than feelings.• Ask them how they would solve problems: "Anne, we've heard comments that need to be addressed. It seems some of your employees don't feel appreciated for the extra hours they've been putting in for you. They've worked 14-hour days to beat your deadline. How do you think we can bolster their morale?"

Correcting Your People



<p style="text-align: center;"><u>Correcting Nurturers</u></p> <ul style="list-style-type: none">• Reassure them that you only want to correct a specific behavior, not them personally.• They tend to take things personally, so remove the something is wrong with you barrier as quickly as possible.• Point out in a non-threatening way what they're already doing right while also emphasizing what needs changing: "Norma, I admire your persistence, but we have to add more details to the proposal before we send it out. For example..."	<p style="text-align: center;"><u>Correcting Motivators</u></p> <ul style="list-style-type: none">• They avoid facing problems and if pressure persists, may walk away from the problem.• Sometimes stress manifests itself in animated panic. "I can't talk now, Hal. It's really hit the fan this time!"• Let them specifically know the challenge and define the behaviors to solve the problem.• Confirm the mutually agreeable action plan (in writing) to prevent future problems.• Use positive, optimistic questions and phrases: "How'd you like to increase your sales to your normal range and beyond?"
<p style="text-align: center;"><u>Correcting Investigators</u></p> <ul style="list-style-type: none">• Show them how to get a job done and they'll master and modify it to suit their needs.• Specify the exact behavior that is indicated and how you would like to see it changed.• Mutually agree on checkpoints and timeframes.• Allow them to save face, as they fear being wrong. "Nelson, your work here is typically done neatly and on time. Now that we're switching to computers, you'll be able to turn out the same quality of work faster. I'd like you to take this computer class..."	<p style="text-align: center;"><u>Correcting Directors</u></p> <ul style="list-style-type: none">• Describe what results are desired.• Show the gap between actual and desired.• Clearly suggest the needed improvement and establish a time to get back to you: "We need to streamline communication so that one hand knows what the other is doing. Last month, we had two separate divisions calling on the same CEO for corporate donations. I want you to work up a plan to keep everybody informed of who's working on what so we don't duplicate our efforts. Get back to me by the end of the week."

Delegating to Your People



<p style="text-align: center;"><u>Delegating to Nurturers</u></p> <ul style="list-style-type: none">• Nurturers may be reluctant to ask others to do their own share of the work, so make a personal appeal to their loyalty and sense of sportsmanship.• "Al, you're an example for this company of genuine cooperative spirit. Your staff wants to please you, so by giving everyone in your department just 10 of those names to call, you can all reach the goal together by noon tomorrow. Otherwise, you'll probably have a lot more difficulty reaching all those people by the target date." Give them the task, state the deadlines that need to be met, and explain why it's important to do it that way. "I'll need 500 copies of these summaries typed and collated by 5 p.m. today. Mr. Jeffries is getting back from New York two days early and he wants them by tomorrow morning."	<p style="text-align: center;"><u>Delegating to Motivators</u></p> <ul style="list-style-type: none">• Receive clear agreements; set up check points/times to avoid long stretches with no progress reports.• Motivators are often concept people who come up with plenty of ideas, but not necessarily the means of carrying them out, so steer them toward ways of assuring the implementation of those ideas.• "Olivia, this proposal for the King Company looks good so far, but how about including more direct benefits for each employee. Marian has surveys filled out by each employee. Get together with her, bounce some ideas around, and then include more essential information about the eight or so key people in your proposal. Add some extra plus points on the others...12 pages in all. In this manner, you should do the job very well. And, Olivia, thanks for making the extra effort on this project. It's really important to all of us."
<p style="text-align: center;"><u>Delegating to Investigators</u></p> <ul style="list-style-type: none">• Take time to answer their most critical questions about structure and/or guidance they require in a specific situation. The more they understand the details, the more likely they will be to complete the task properly.• Be sure to establish deadlines.• "Angela, the court date on the Mortimer case has been moved up to Monday, so we have to respond by speeding things up a bit. It will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to help you work, under your direction, on tasks you delegate to them and then review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential to check with me at this time?"	<p style="text-align: center;"><u>Delegating to Directors</u></p> <ul style="list-style-type: none">• Take time to answer their most critical questions about structure and/or guidance they require in a specific situation.• The more they understand the details, the more likely they will be to complete the task properly. Be sure to establish deadlines. "Angela, the court date on the Mortimer case has been moved up to Monday, so we have to respond by speeding things up a bit. It will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to help you work, under your direction, on tasks you delegate to them and then review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential to check with me at this time?"

Acknowledging Your People



<p><u>Acknowledging Nurturers</u></p> <ul style="list-style-type: none">• Focus on how you sincerely appreciate their willingness to make things good for everyone.• Approach matters in a systematic, low-keyed, and understanding manner, and reinforce the importance of them sharing their ideas.	<p><u>Acknowledging Motivators</u></p> <ul style="list-style-type: none">• Focus on how glad you are they have succeeded in finding a pleasant solution to their concern or objective.• Show you appreciate them for their openness and willingness to respond to you in a way that allows everyone to end up feeling good about the results.
<p><u>Acknowledging Investigators</u></p> <ul style="list-style-type: none">• Focus on your realization of how difficult it can be for them to attempt to meet the high personal standards they set for themselves.• Cite specific and appropriate examples which prove this point.	<p><u>Acknowledging Directors</u></p> <ul style="list-style-type: none">• When it's appropriate to reward or reinforce their behavior, focus on how pleased you are with their results.• Mention how glad you are to be a part of the process working with them to make things better for both of you through cooperation.

Adapting Your Leadership Style



<p style="text-align: center;"><u>When You are the Nurturer</u></p> <ul style="list-style-type: none"> • Stretch by taking on a bit more (or different) duties beyond your comfort level. • Increase verbalization of your thoughts and feelings. • Speed up your actions by getting into some projects more quickly. • Desensitize yourselves somewhat, so that you aren't negatively affected by your colleagues' feelings to the point of affecting your own performance. • Learn to adapt more quickly to either changes or refinements of existing practices. • Bolster your assertiveness techniques. 	<p style="text-align: center;"><u>When You are the Motivator</u></p> <ul style="list-style-type: none"> • Attend to key details, when appropriate. • Improve your follow-through efforts. • Monitor socializing to keep it in balance with other aspects of business and life. • Write things down and work from a list, so you'll know what to do and when to do it. • Prioritize activities and focus on tasks in their order of importance. • Become more organized and orderly in the way you do things. • Get the less appealing tasks of the day over with early in the day. • Pay attention to your time management. • Check to make sure you're on course with known tasks or goals.
<p style="text-align: center;"><u>When You are the Investigator</u></p> <ul style="list-style-type: none"> • Modify criticism (whether spoken or unspoken) of others' work. • Check less often, or only check the critical things (as opposed to everything), allowing the flow of the process to continue. • Ease up on controlling emotions; engage in more water cooler interaction. • Accept the fact that you can have high standards without expecting perfection. • Occasionally confront a colleague (or boss) with whom you disagree, instead of avoiding or ignoring them (and doing what you want to do, anyway). • Tone down the tendency to OVER-prepare. 	<p style="text-align: center;"><u>When You are the Director</u></p> <ul style="list-style-type: none"> • Allow others to do things without excessive or untimely interference. • Participate in the group without expecting always to be in command. • Modify your tendency to give orders. • Enlist others' input and support through participative, collaborative actions. • Praise and give credit for jobs well done. • Let colleagues and employees know that you realize it's only natural that you and others will make mistakes. • When delegating, give some authority along with the responsibility.

Adapting Your Leadership Style



<p><u>When They are Nurturers, Help them...</u></p> <ul style="list-style-type: none"> • Utilize shortcuts; discard unnecessary steps. • Track their growth. • Avoid doing things the same way. • Focus on the goal without attending to other thoughts or feelings. • Realize tasks have more than one approach. • Become more open to risks and changes. • Feel sincerely appreciated. • Speak up; voice their thoughts and feelings • Modify the tendency to do what others tell them. • Get and accept credit and praise, when appropriate. 	<p><u>When They are Motivators, Help them...</u></p> <ul style="list-style-type: none"> • Prioritize and organize. • See tasks through to completion. • View people and tasks more objectively. • Avoid overuse of giving and taking advice (which can result in lack of focus on tasks). • Write things down. • Do the unpleasant, as well as the fun things . • Focus on what's important now. • Avoid procrastination and/or hoping others will do things for them. • Practice and perfect, when appropriate.
<p><u>When They are Investigators, Help them...</u></p> <ul style="list-style-type: none"> • Share their knowledge and expertise. • Stand up for themselves with the people they prefer to avoid. • Shoot for realistic deadlines . • View people and tasks less seriously and critically. • Balance their lives with both interaction and tasks. • Keep on course with tasks, with less checking. • Maintain high expectations for high priority items, not necessarily everything. 	<p><u>When They are Directors, Help them...</u></p> <ul style="list-style-type: none"> • More realistically gauge risks. • Exercise more caution and deliberation before making decisions and coming to conclusions. • Follow pertinent rules, regulations and expectations. • Recognize and solicit others' contributions, both as individuals and within a group. • Tell others the reasons for decisions. • Cultivate more attention and responsiveness to emotions.

Taking Ownership of your Destiny



Imagine what would have happened if you had successfully applied the principles and practices of MIND The Matters™ ten years ago... or even five years ago? Well, hundreds of thousands of people like you have already used these principles and experienced dramatic improvements in all their professional and personal relationships; more satisfaction in their dealings with customers and co-workers (family and friends, also!), and greater awareness of their own strengths and weaknesses. Many people report that they no longer feel like "just a boss"; they feel, behave and are treated like a *trusted advisor*. They have an increased ability to help people find solutions to their problems and are more adept at helping others grow and succeed.

For you to also share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the relationships you want to improve within the next year... the next month... the next week... even by the end of today! Develop a plan to meet those goals using MIND The Matters™.

Accept the Challenge

This first step requires your *personal commitment* to this challenge and your belief in these principles and putting them to work for you. Of course, any adapting your communication style takes practice, and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to treat people they way they want to be treated, you'll start to see immediate improvements.

Commit to Growth

"Change is inevitable... growth is optional." We love that saying because it's true. Right now, you have the option to take this moment and make a life-changing decision. You may decide to keep learning about yourself, your strengths and weaknesses, how you make decisions, how you come across to other people, etc... You may decide to learn more about MIND The Matters™ and apply your new knowledge in other relationships beyond management; relationships with your peers, colleagues, children, spouse and/or family.

Hopefully, you may decide to use this report as a jumping-off point for a new direction in your career.

Disclaimer



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