



Personal Profile System

The Personal Profile System is a tool to enhance interpersonal skills and increase understanding of the impact of individual behaviour on team outcomes

Behavioral Styles ARE NOT:

- An excuse for behaviour
- Offering particular styles to be more right than others
- The basis for judging behaviour to be right or wrong.



Building Trust

To build trust with people displaying **D** tendencies

With them, DO...

- Be clear, specific, brief and to the point
- Stick to business unless they choose to do otherwise
- Present the facts: plan your presentation efficiently
- Ask specific question (preferably, "What do you...?")
- Provide options and give them the choice to make their own decisions from what you outline
- If you must disagree, take issue with the facts not the person
- If you agree, support the results you both want to see achieved, not the person
- Be supportive where possible, emphasise that you want to work with him/her
- After completing your business, depart graciously

Trust Breakers for people displaying **D** tendencies

With them, DON'T...

- Don't ramble on or waste their time
- Don't try to build personal relations unless they want to do so
- Don't leave loopholes or cloudy issues
- Don't ask rhetorical questions, or useless ones
- Don't come in with a ready made decision and make it for them
- Don't speculate widely or offer guarantees and assurance where there is a risk in following them through
- If you disagree, don't let it reflect on them personally
- If you agree, don't reinforce it with "I'm with you".
- Don't direct or order
- Don't do an "epilogue" bit after finishing

To build trust with people displaying **I** tendencies

With them DO...

- Plan interaction that supports their dreams
- Leave time for socialising
- Talk about people and their goals, opinions they find stimulating
- Put details in writing
- Ask for their opinions and ideas regarding people
- Provide testimonials from people they see as prominent and identify with
- Offer special, immediate and extra incentives for their willingness to take risks where possible



Building Trust

Trust Breakers for people displaying I tendencies

With them DON'T....

- Don't legislate at them, give them a sense of participation
- Don't be cold, they need inclusion
- Don't present too many facts, figures, alternatives or abstractions
- Don't leave decisions hanging in the air too long
- Don't waste time trying to make them task-oriented
- Don't dream with them when you need to bring them back to reality
- Don't stick to the agenda too much
- Don't talk down to them
- Don't be dogmatic or overly rigid

To build trust with people displaying S tendencies

With the DO...

- Start, however briefly, with a personal comment, break the ice
- Show sincere interest in them as people, find areas of common involvement
- Patiently draw out their personal goals and work with them to help achieve these goals, listen be responsive
- Present your case softly, non-threateningly
- Ask HOW questions to draw out their opinion
- Watch carefully for possible are of early disagreement
- Move casually, informally, but with increased clarity
- Provide guarantees that their decision will minimise risks, give assurance that provides them with benefits
- Provide personal assurance with clear and specific solutions with a specific outline for implementation

Trust breakers for people displaying S tendencies

With them DON'T...

- Don't rush head-long into business or agenda
- Don't stick coldly to business, don't lose sight of their goals for friendly, steady and predictable relationships
- Don't force them to respond quickly to your objections
- Don't be domineering or demanding
- Don't debate facts and figures
- Don't manipulate or bully them into agreeing because they probably wont fight back
- Don't be abrupt and rapid
- Don't offer assurances and guarantees you can't fulfil
- Don't keep deciding for them or they will lose initiative
- Don't leave them without backup support



Building Trust

To build trust with people displaying C tendencies

With them DO...

- Prepare your case in advance
- Approach them in a straightforward, direct way; stick to business on their terms
- Support their decision-making principles, use thoughtful approach
- Build your credibility by listing pros and cons to any suggestion you make
- Make an organised contribution to their efforts: present specifics and do what you say you can do
- Take your time, but be persistent
- Draw up a scheduled approach to implementing action in a step by step manner
- Assure them that there won't be any surprises
- Give them time to verify reliability of your actions and consider their options
- Timetable critical components in the plan and their significance for desired results
- Be accurate and realistic
- Provide solid, tangible, practical evidence

Trust breakers for people displaying C tendencies

With them DON'T...

- Don't be disorganised
- Don't be too casual, informal, loud or abrasive
- Don't rush their decision-making process unless they prefer
- Don't be vague about what's expected of either of you
- Don't fail to follow through
- Don't leave things to chance or luck
- Don't depend on the testimonies of others or unreliable sources
- Don't use opinions as evidence, focus on performance and logic
- Don't push too hard or be unrealistic with deadlines



Behavioral Styles in Teams

D

Natural Positive contribution

- Good at establishing outcomes and goals
- Moves things along
- Can take charge and organise things and people

Potential Negative Contribution

- Black and white thinker. Views things as right or wrong
- Can arrive at a meeting with an already formed view and use the meeting to persuade others to adopt it
- Sometimes dismissive or inattentive of other peoples contribution
- Easily bored by implementation detail
- Assumes change is always a good thing

I

Natural Positive Contribution

- Good team ambassador
- Plentiful new ideas. Thinks easily outside the square
- Lightens proceedings. Breaks the ice and the tension

Potential Negative Contribution

- Can take a group away from a practical solution by continually throwing in new angles or ideas
- Tendency to occupy a large proportion of time
- Easily over-commits and then is unable to deliver
- Can overlook key details



Behavioural Style in Teams

S

Natural Positive Contribution

- Conscious of all team members and their feelings
- Good on the “How to” side of following a decision through to its implementation
- Works to create a harmonious team and to lessen conflict
- Down to earth and practical

Potential Negative Contribution

- Can pour oil on waters that need to be stirred up and resolved poorly
- Becomes bogged down in procedures. Can lose sight of the overall objective
- Will sometimes not be forceful enough with a valid view or contribution. Finds differing difficult
- Favours continuation over change

C

Natural Positive Contribution

- Objective and critical thinker. Not swayed by emotion. The voice of reason
- Picks up on any lack of logic or flawed reasoning
- Observant and perceptive. Able to pull together the major threads of a discussion

Potential Negative Contribution

- Will tend to under-contribute, despite having valuable ideas
- Can be overly negative and critical of new ideas, quashing thinking before it has truly developed
- Avoids group activity and does not always communicate intentions, thoughts and work in progress
- Desire to ensure every eventuality has been covered, can stifle the teams ability to make a decision



Behavioural Styles - Meetings

D

- Appear in a rush-waste no time
- Get bored quickly – try to move things on
- Talk about results – skip details
- Make very fast decisions
- May not necessarily talk a lot, but when they speak they impact
- Come to meetings with views of their own

I

- Talk more than anyone else
- Appear at ease with strangers
- Are usually enthusiastic, or at least open about new ideas
- Over commit themselves

S

- Make an effort to be friendly and make them feel at ease
- Looks to others for solutions, don't initiate ideas
- Are concerned about risks
- Expect established business procedures and systems
- Are tight with money
- Like to consults with colleagues
- Are nervous with authority

C

- Are reserved and formal
- Can be quite cutting in their questioning
- Will not make immediate decisions
- Demand guarantees and references, agendas
- Expect formal procedures
- Speak little, but when they speak they usually show good perception and can sum up a situation

Behaviour Styles - Time

D

- Are usually good with time. Run very tight schedules. Could be late, but don't ever be late yourself

I

- Bad with time. Usually late and would not object to you being a bit late, unless it implies that they are not good enough.

S

- Time problems come from over committing themselves. Will feel very guilty if they are late. Will say its fine if you're late but will resent it (they don't care about me!)

C

- Expect meetings to start and end on time. Punctuality equated with formality and doing things right



Behavioural Styles - Telephone

D

- Be brief – don't waste time

I

- Allow plenty of time

S

- Be friendly and unthreatening – don't introduce change unexpectedly

C

- Avoid if possible – they prefer things in writing. Don't expect important decisions on the phone

General Communication

D

- Contact only when necessary. Don't fill in on small details

I

- Wine and Dine. Special events. Recognition for a good idea or their contribution to a successful plan

S

- Reassurance calls – don't ignore them. Contact often and ferret out any disagreement

C

- Formal communication is best. Use letters and agendas