

# Good Communications Ltd

## Leadership Report

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

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## Sam Sample

Organisation:

FinxS

Date:

26.09.2016



# Good Communications Leadership Report

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Organisation:

Date:

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**26.09.2016**

## Introduction to Your Leadership Assessment

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

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

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

{{first\_name}}, this Leadership Assessment will provide you with the map to more successful interactions with others. You will learn:

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

## Background of the Extended DISC<sup>®</sup> Model

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

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

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

The resulting four styles are called:

**D-style** (Dominance)

**I-style** (Influence)

**S-style** (Steadiness)

**C-style** (Compliance)

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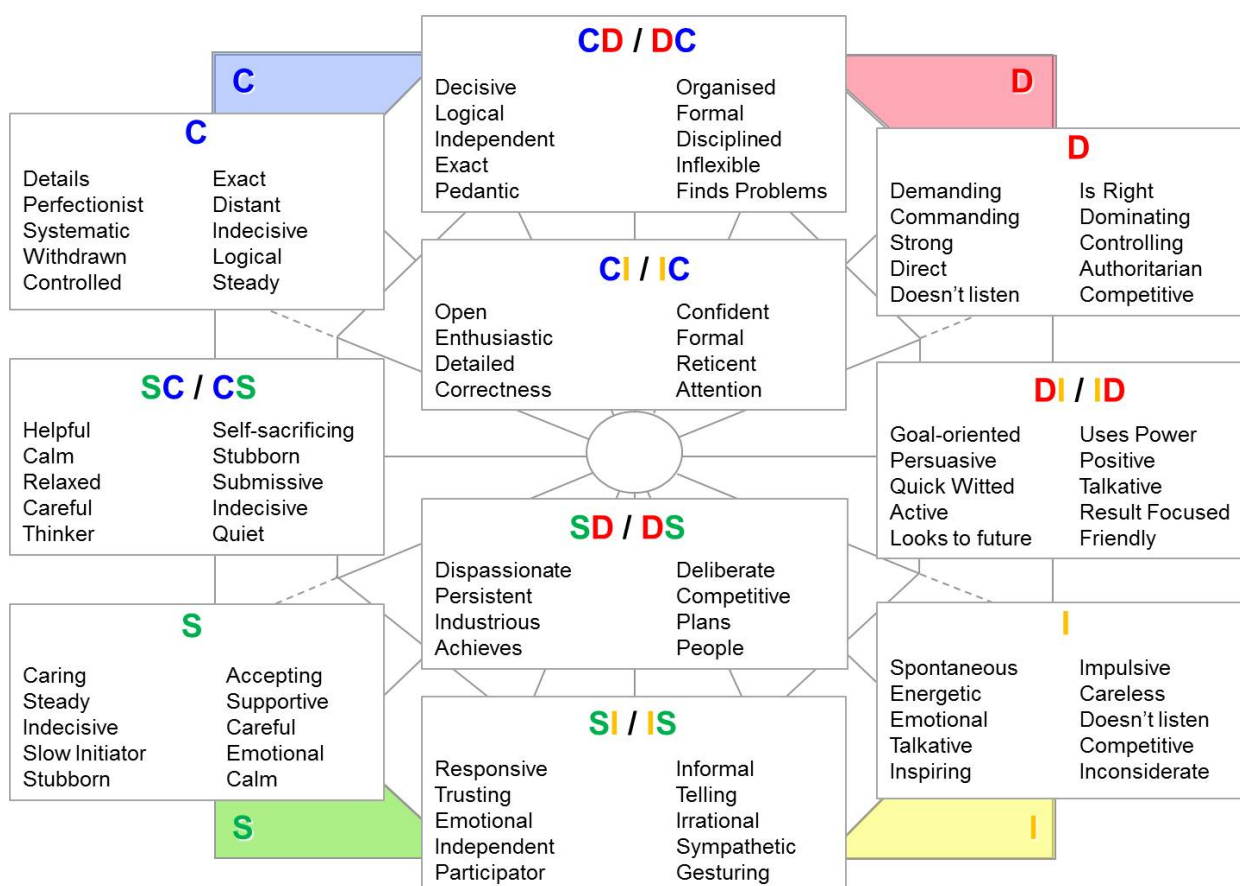
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## The DISC Behavioural Styles - The Key points

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

- None of the styles are better or worse
- All styles have strengths and development areas, they just happen to be different
- Your style does not limit what you can accomplish or how successful you can be. It simply predicts how you tend to do things
- You can find all of the four styles represented by very successful people. However, the most successful people know who they are. They modify their style appropriately with different styles of people and in different situations
- This system recognises and reports on 160 different styles and the below graphic is an example of just ten of these styles



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### Your Leadership Profiles

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

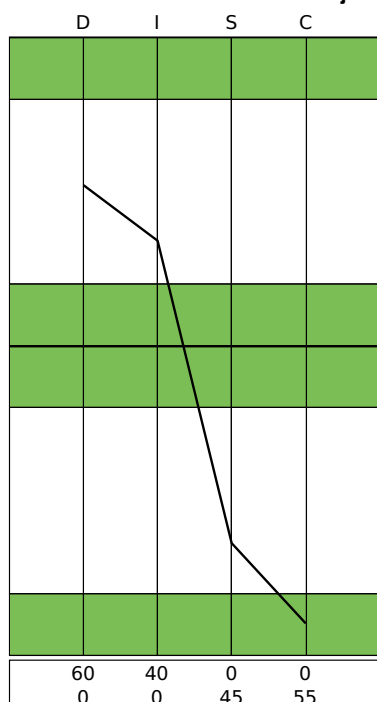
**Profile I: Perceived Need to Adjust** - Your adjusted style shows how you believe you must adjust to meet the demands of your present environment.

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

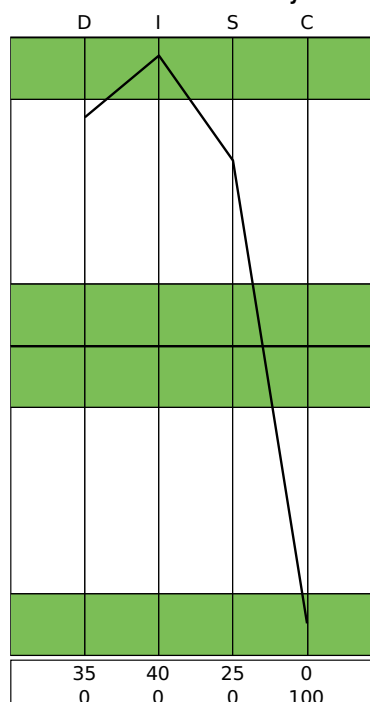
The styles (D, I, S, and C) that are above the middle line (top half of the Profile II) are your natural styles. The styles that show below the middle line means that they require more energy from you.

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

Profile I - Perceived Need to Adjust



Profile II - Natural Style



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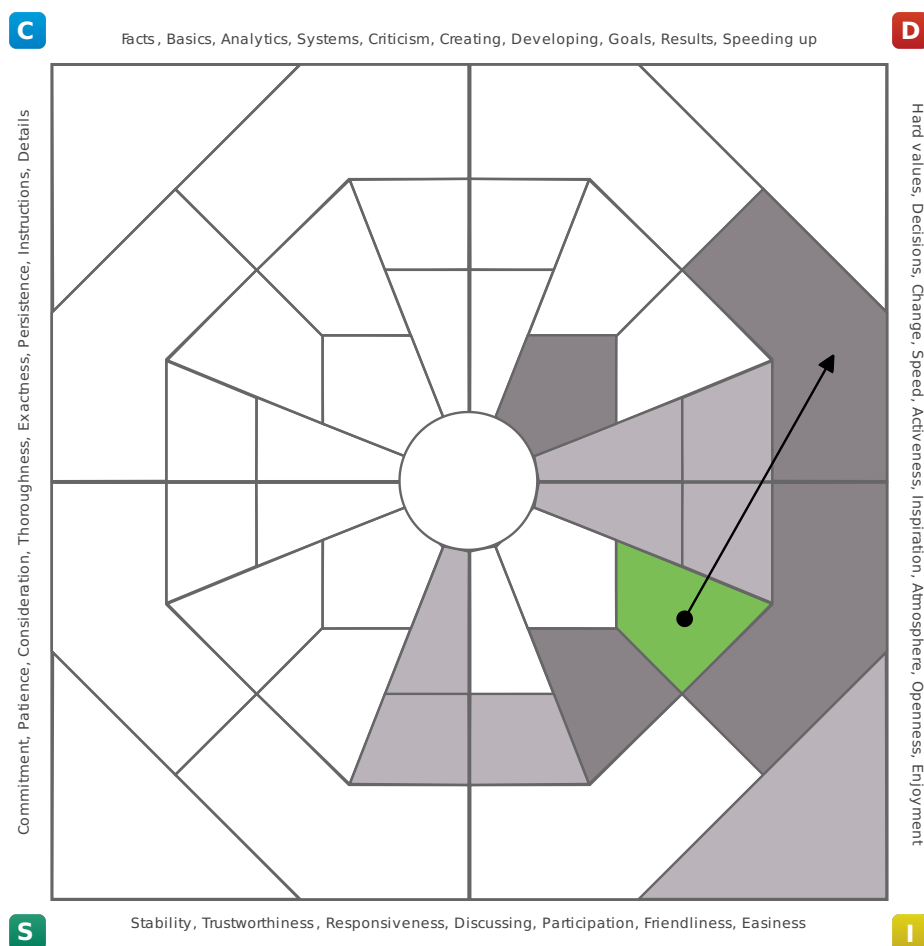
### Your DISC Style

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

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

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

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



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### Management / Leadership cultures of the styles

You can see around the diamond below we have different leadership cultures identified. Understanding where these fit on the quadrant also helps to understand why their leadership culture is like it is.

#### Authoritative style Leader (D style)

Their authority tends to be based on fear, power and distance. However, they are great in crisis situations and can even create a crisis of their own if there isn't one!! They are looked at as a "things leader" and look for results and may see people as any other resource. They tend to get bored easily – so a crisis is a great way for them to be challenged and make fast decisions as they are good at it. They are highly directive and tend to have one way communication – they are the leader and therefore they TELL the followers. They tend to exert pressure through the setting of demanding goals. Their emphasis is on speed and achievement of results and they see themselves as very much in charge.

#### Change Leadership (D/I style)

A DI leader tends to be persuasive, charismatic and friendly. They are also competitive and demanding – and want results! They are very much future oriented – a great visionary and big picture thinker. A DI leader tends to be active and energetic. Being an extrovert they have no trouble leading by example. As a rule they are positive and optimistic leaders and good at creating a positive atmosphere for their people. As a leader they are seen as a pioneer and early adaptor of new ways and ideas.

#### Informal Leadership (I style)

Their authority is based on charisma and motivation. As a leader they tend to be comfortable and able to create a relaxed atmosphere for their people. They will often lead through being a friend to their followers – as they are a 'people' leader so they want and need a lot of contact with people. Creativity, positiveness and good energy tends to be valued more than accuracy or rules at times. Personal relationships are important to them and at times are more emphasised than arriving at the end results. An I-style leader encourages competitiveness through inspiration rather than applying pressure.

#### Participating Leadership (I/S style)

Team ethos is very important to them. They are open and friendly leaders and create a very accepting environment. They are often seen as more of a facilitator than a manager and this can work very well for them with empowering their people. As a leader they tend to be very hands on and work with the followers – so a very flat hierarchy often develops. Because they enjoy the feeling of togetherness there are a lot of shared goals and responsibilities within the group or organisation.

#### Supporting Leadership (S style)

An S-style leader's authority is based on experience, expertise and bureaucratic status. They are comfortable in maintaining routines and in general tend to be stable and service-orientated. They prefer "small teams" as they have a very participative approach to their leadership. Because this type of leader is so patient they also have a great ability to guide, teach and develop their people. They are forever the patient helper. Their emphasis is on trust, loyalty and sincerity – so privacy and confidentiality of a team member is important to them and expected in reverse. Help is mutual – given and expected. As a rule they don't tend to have a strong goal focus and emphasis is then put on a gradual evolution of goals.

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## Planning Leadership (S/C style)

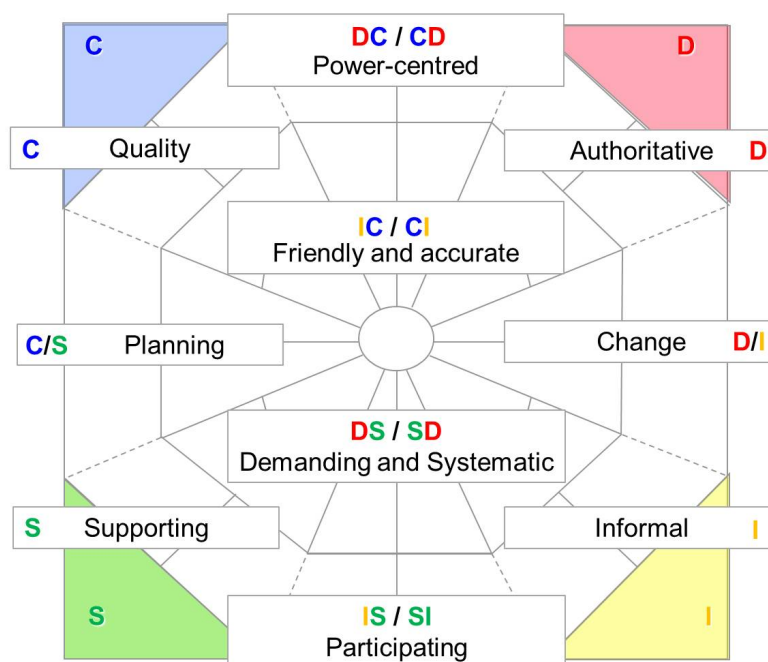
These leaders tend to be thoughtful, cautious and structured with their leadership. They generally operate in known areas, recalling past experiences to help them through new issues. Outwardly they are calm leaders but internally strong and very determined to do things right. Because they are great planners they tend to have clear communication of their expectations and objectives. Careful preparation often ensures the objectives are met.

## Quality Leadership (C style)

A C-style leader tends to be based on rules, standards and quality. They are seen as a “things” leader: interested in facts, details and analyses. They have an emphasis on rules and compliance and not usually through inspiration or words of encouragement. As a leader they don't feel they need to connect or have a relationship as such with their followers and therefore tend to be remote or emotionally disconnected. (if you think about what an I-style person needs then this can be difficult for them as they like to connect!). A quality style leader like this, is very systematic in their approach and that tends to ensure that everyone knows what is expected. In their case they look at the 'systems' as a leader not so much themselves – hence they keep their systems highly detailed, structured and enforce the rules!

## Power-centered Leadership (C/D style)

The CD style leader is a power centered leader – to them their position holds the authority. They have high individualism and again their leadership styles see them being more remote from their followers. They develop a formal environment and hierarchy is very important. They have high standards for themselves and this is transferred in what they expect of their people. Conformity is expected and they tend to have very little tolerance and as a rule quite inflexible. This type of leader will bring in rigid structures and be at times slow to react. They prefer to think issues through if they think they are of enough importance to warrant their time.





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### {{first\_name}} at a glance

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

### How your Employees may perceive you:

Social, pleasant, sociable, thorough, organised, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

### How your Employees may perceive your communication style:

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

### How your Employees may perceive your decision-making:

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

### {{first\_name}}'s Strengths:

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell one's ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people



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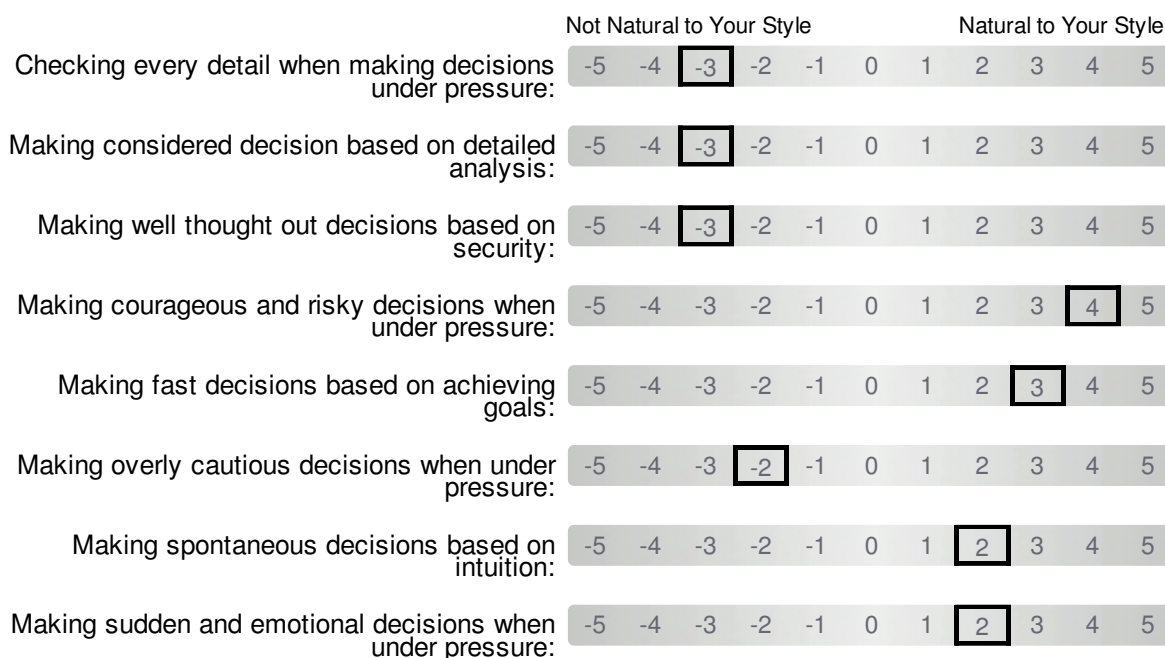
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### Your Decision Making Style

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

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

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



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### How Your Employees View your Decision Making Style

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

**{{first\_name}}, this is how your decision making style may come across to your employees.**

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

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

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

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### Your Motivators

You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

Sam is motivated by social human contacts, good human relationships, acceptance in the team and co-operation. Actually he is not a person who could work for others, but he likes to create good environment and enjoys putting people in a good mood. He likes independence inside an organised company. Sam also needs a certain amount of freedom.

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

- Good and lively friends
- Positive and excited atmosphere
- Freedom in how to take care of responsibilities
- People who are easy to get involved
- Openness in communication
- Freedom from detailed tasks
- Opportunity to join in
- Free discussion
- Lofty ideas and changes to work with them
- Having own opinion been heard
- New opportunities
- Positive way to promote things

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

1

2

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

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### Situations that Reduce Your Motivation

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

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

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

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

1

2

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

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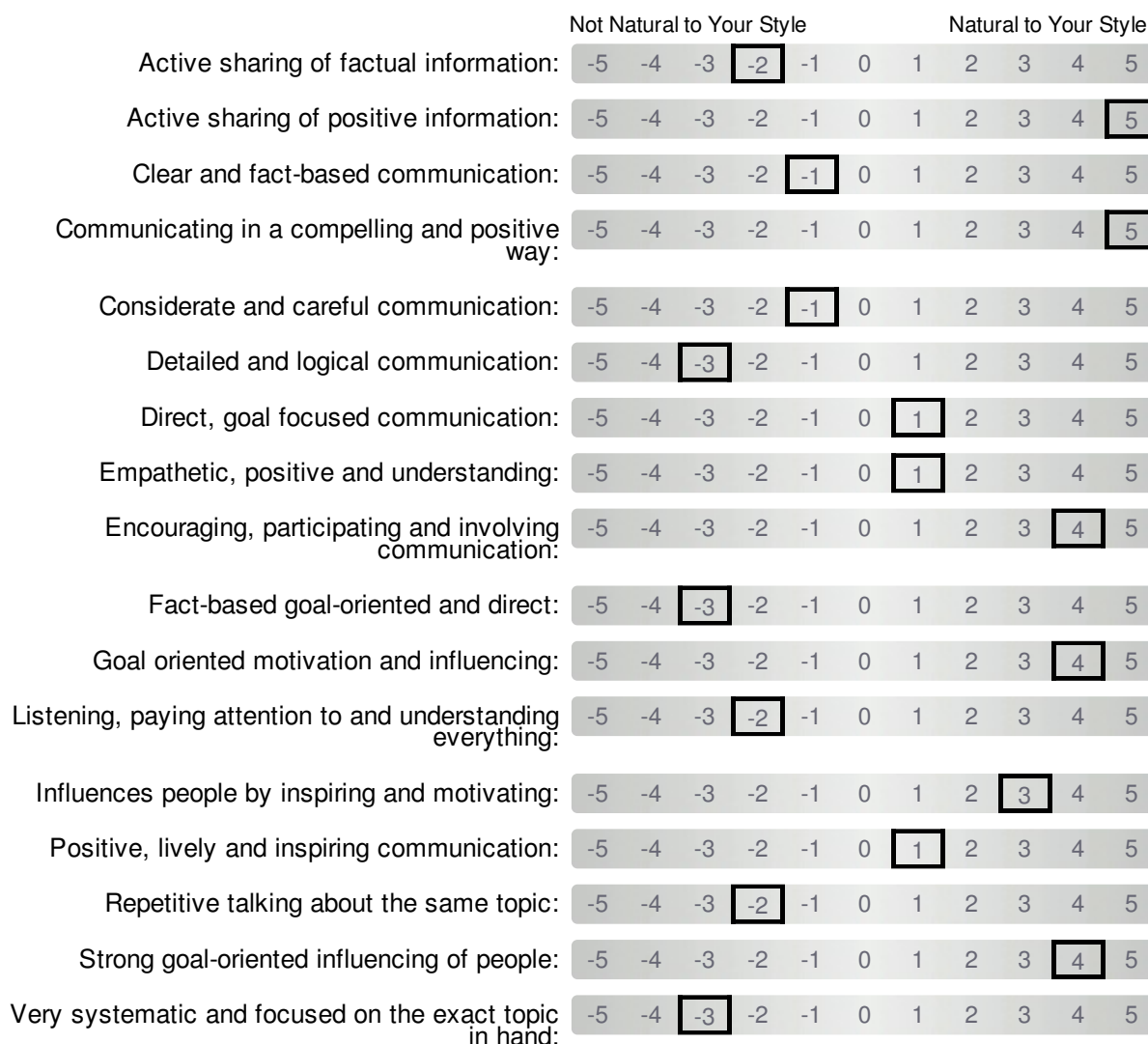
### Your Communication Style

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

#### Interpreting the bar graphs is simple:

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

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



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### How Others View Your Communication Style

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

{{first\_name}}, this is how others may perceive your communication style.

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

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

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

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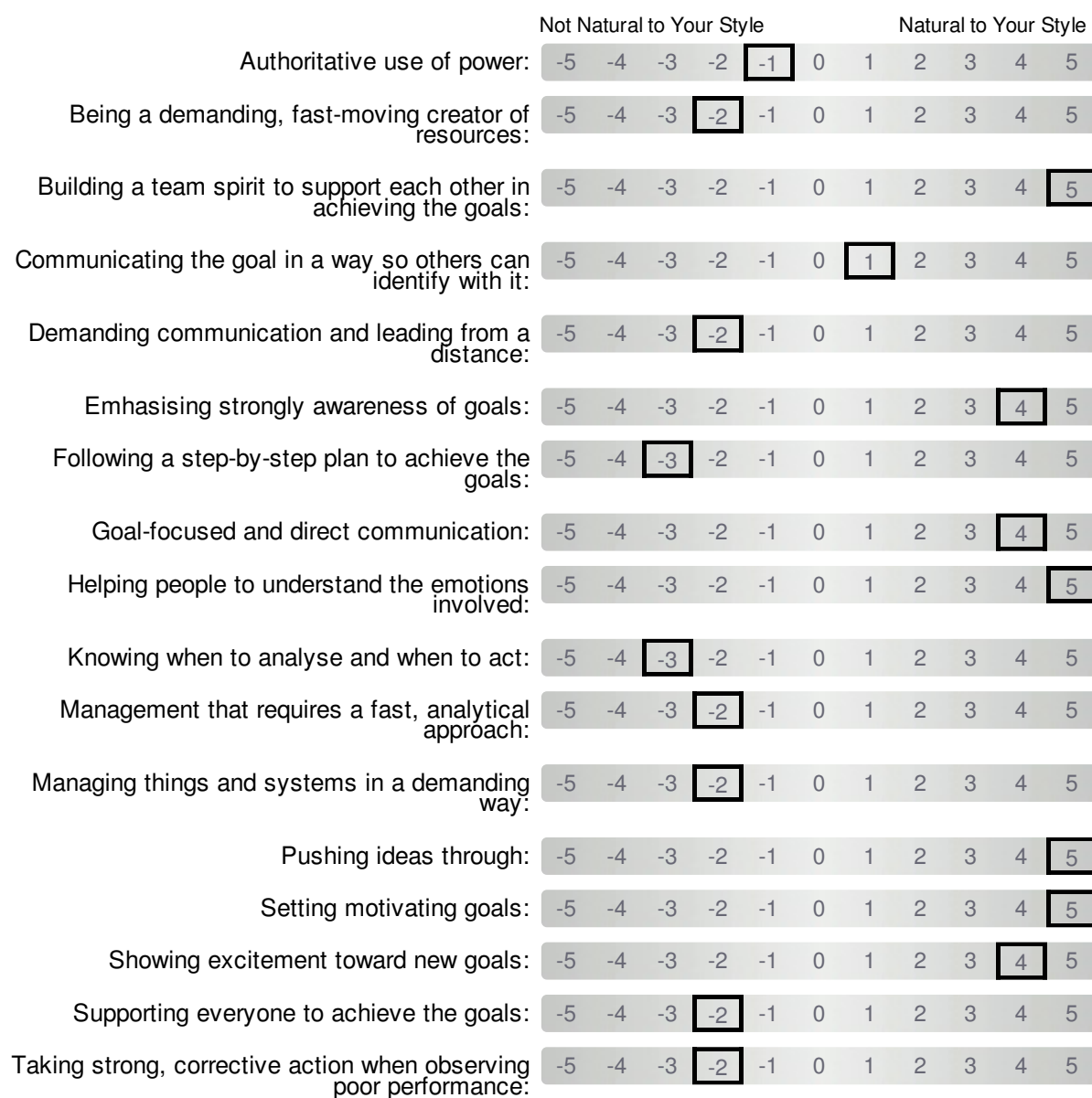
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### How You Achieve Your Goals

Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify how you prefer to achieve your goals. These items require very little energy.

The **rectangles to the left side** of the graph identify items requiring more energy from you. You **CAN** achieve your goals in this way, but they are likely to require more energy and concentration.





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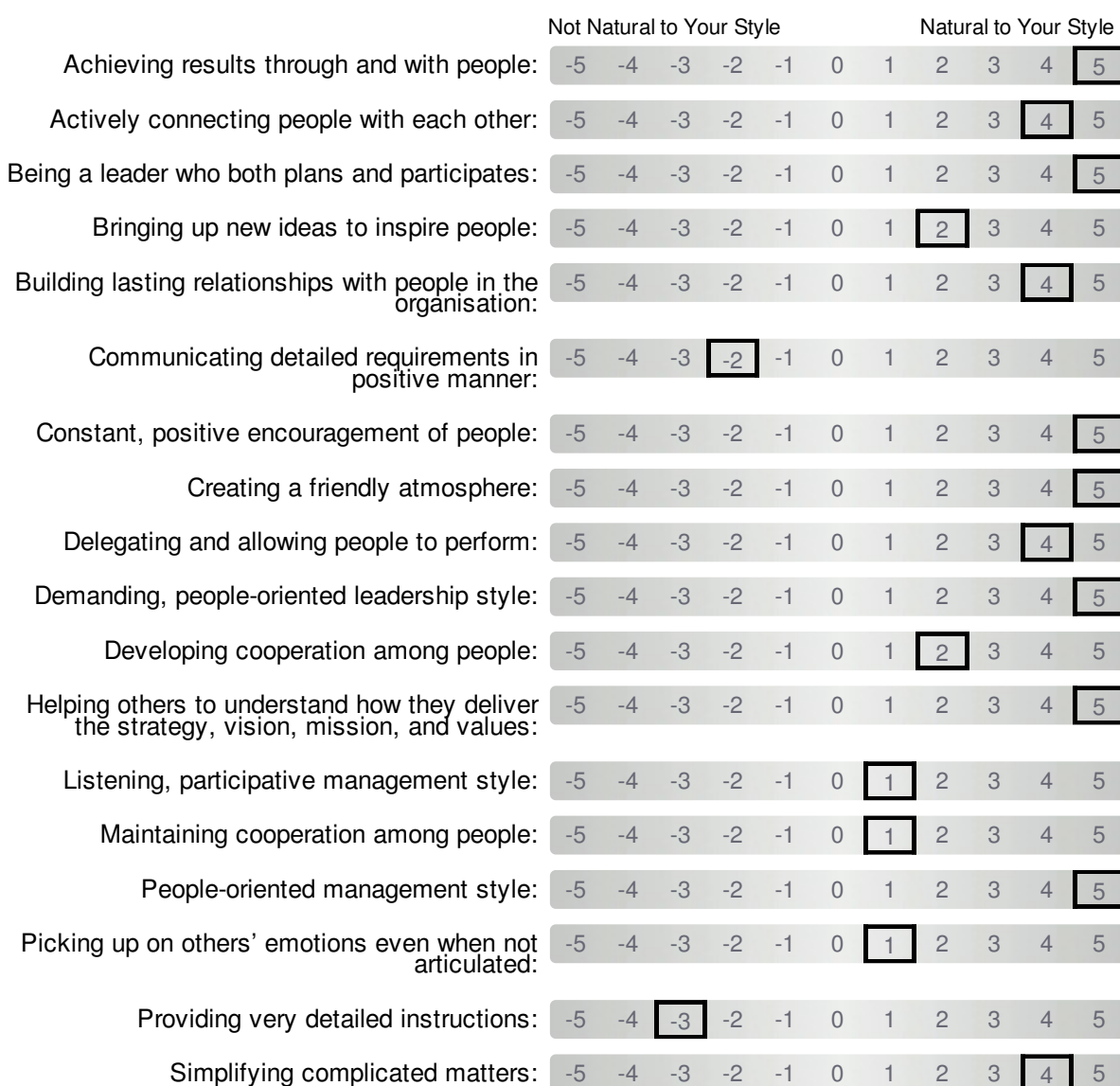
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### How You Lead Your Employees

Interpreting the bar graphs is simple:

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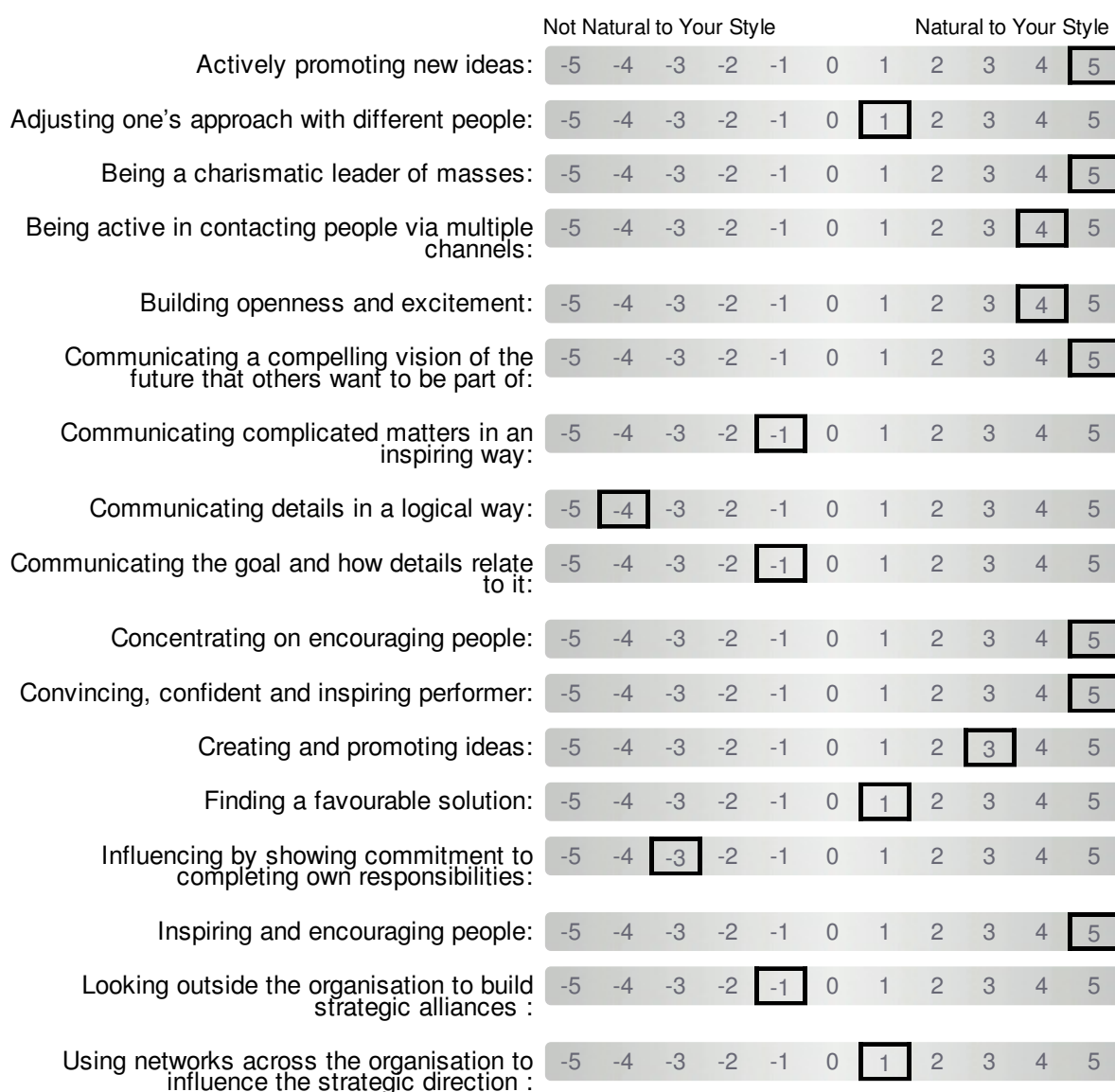
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### How You Motivate Your Employees

Interpreting the bar graphs is simple:

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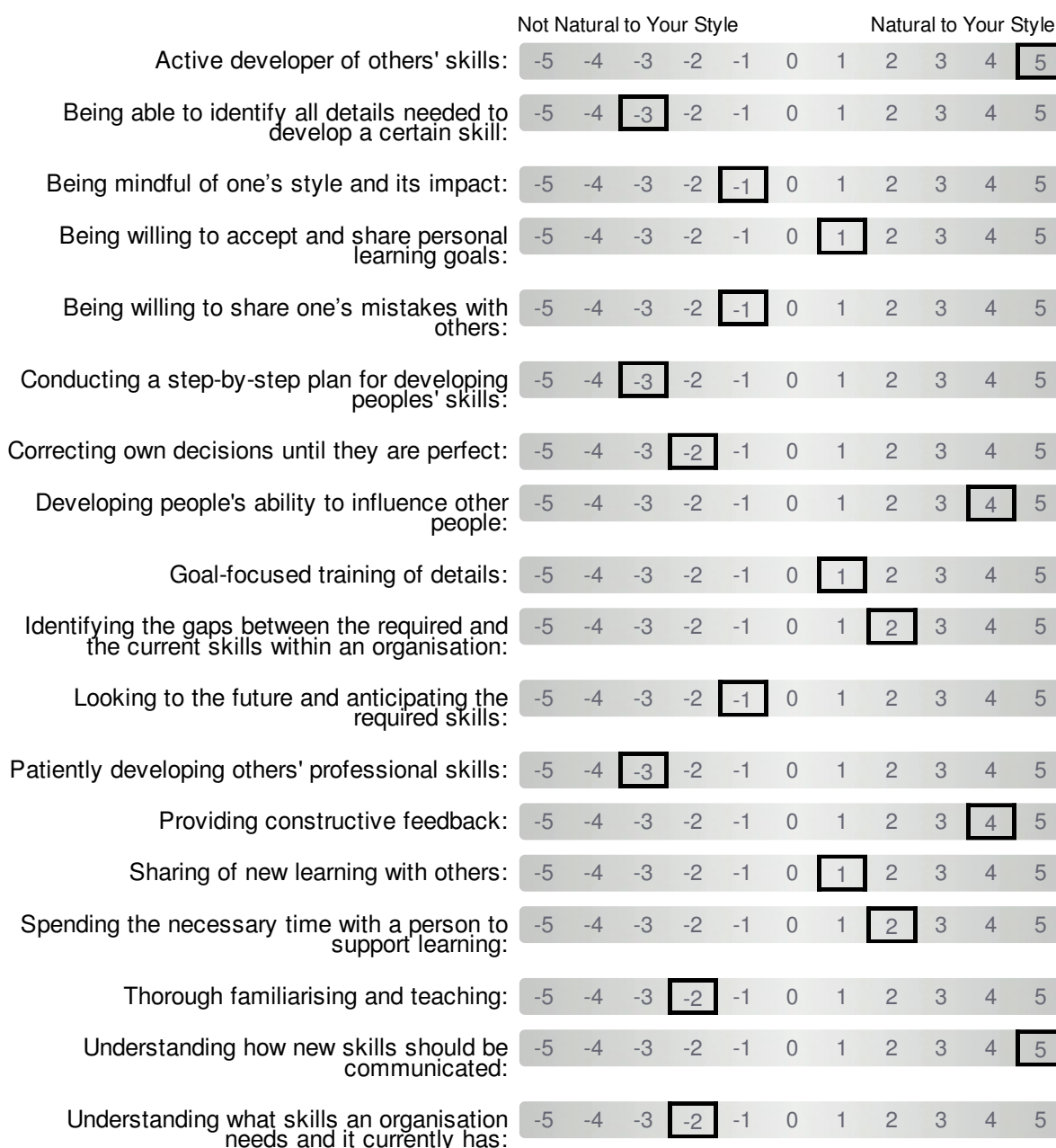
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### How You Develop Your Employees

Interpreting the bar graphs is simple:

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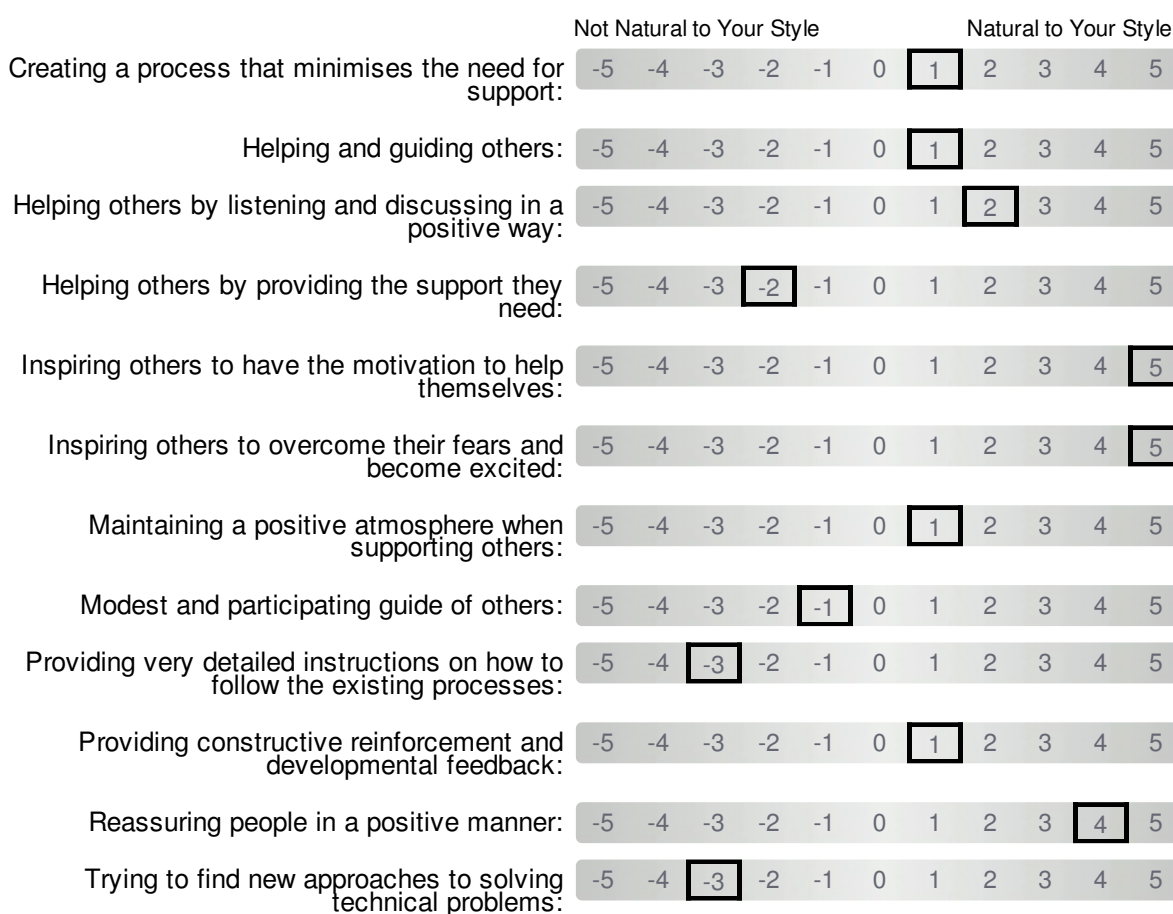
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### How You Help Your Employees Achieve Their Goals

Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify how you prefer to achieve your goals. These items require very little energy.

The **rectangles to the left side** of the graph identify items requiring more energy from you. You **CAN** achieve your goals in this way, but they are likely to require more energy and concentration.



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### Improving Your Success As A Leader

{{first\_name}}, below are a few reminders and suggestions on how to further improve your success as a Leader.

#### Reminders:

- Try to keep your written communication as matter-of-fact as possible
- Learn to find the errors - and do something about them
- Learn to ask for and listen to feedback about what you say
- Make sure you have a detailed follow-up system - and that everybody is aware of it
- Create a system that identifies the problems when they occur
- Go through the trouble of writing down how things should be done
- Set aside time for people who demand more information

#### Suggestions of what to avoid:

- Spend less time with people than you prefer to
- Do not take quality for granted - create a system that rewards quality
- Interfere with the experts' work as little as possible
- Do not assume that policies and procedures on quality is enough to achieve quality
- Be careful not to implement bigger and bigger changes
- Encourage employees to analyse their own situation without saying what you think it is
- Do not make people compete too much

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### How to Identify Others' Styles

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

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

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

**Step 1. Observe**

**Step 2. Assess**

**Step 3. Recognise**

#### Step 1: Observe

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

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

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

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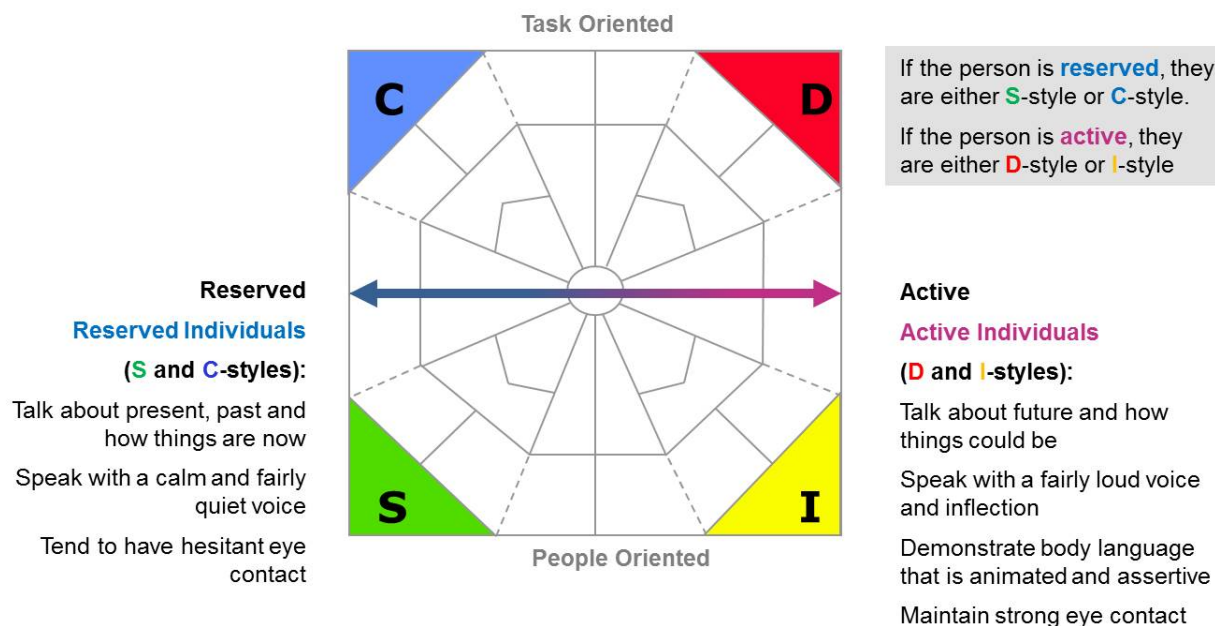
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### Step 2: Assess

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

- Active
- Reserved



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

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

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

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



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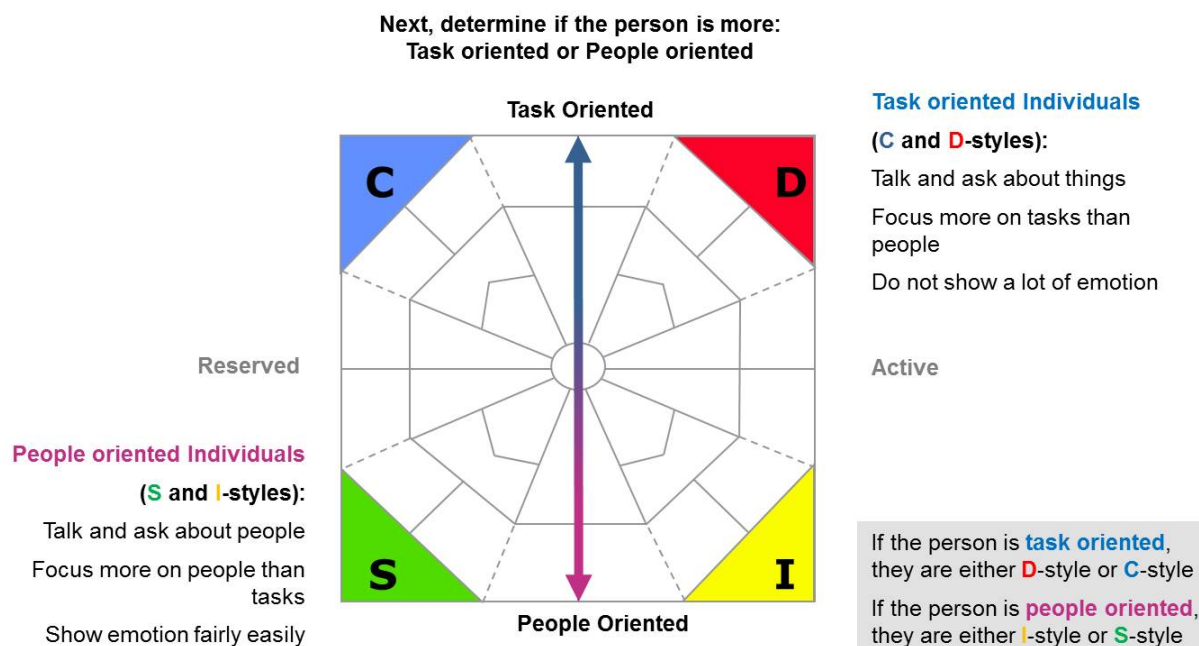
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### Next, determine if the individual is more:

- Task oriented
- People oriented



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

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

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

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

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### Step 3: Recognise

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

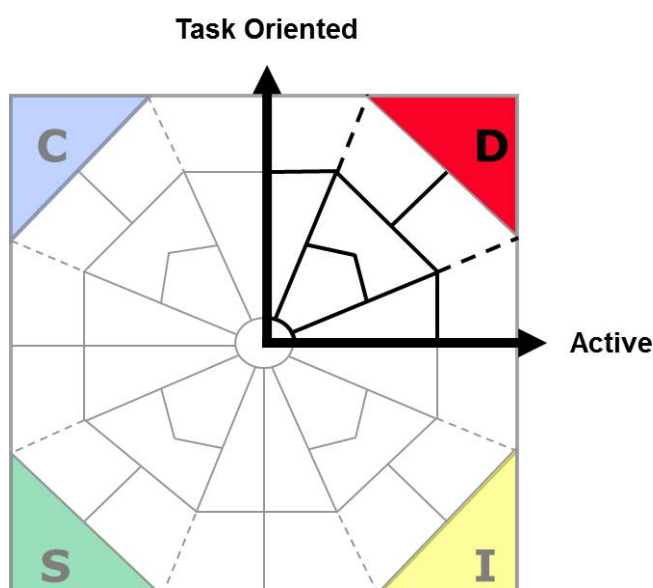
### D-style = Active and Task Oriented

This is how to recognise D-styles.

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

#### How to identify D-styles:

- Is decisive
- Is assertive
- Very impatient
- May interrupt you
- Is direct, says what thinks
- "What's the bottom line?"
- Focuses on the big picture
- States own opinions as facts
- "How does this benefit ME?"
- Often appears to be in a hurry
- Makes decisions quickly, almost hastily
- May talk to many people at the same time
- May have difficulty understanding others' viewpoints/feelings



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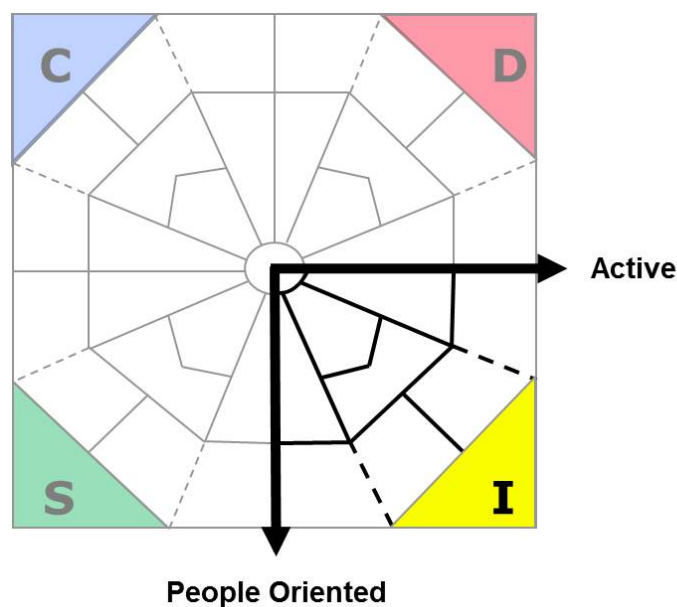
### I-style = Active and People Oriented

This is how to recognise I- styles

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

#### How to identify I-styles:

- Talks a lot
- Is animated
- Is open and friendly
- Appears unorganised
- Does not listen for long
- Stays away from hard facts
- Does not pay close attention
- Jumps from subject to subject
- Does not focus much on details



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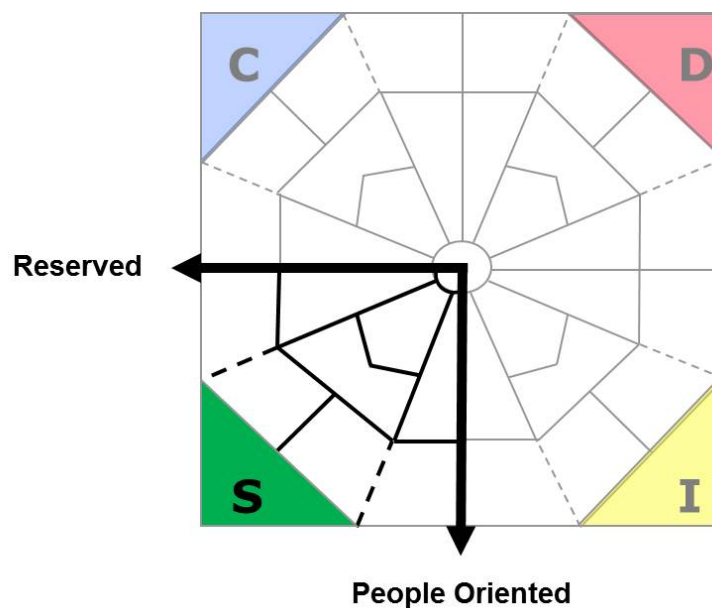
### S-style = Reserved and People Oriented

This is how to recognise S-styles.

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

#### How to identify S-styles:

- Is easy going
- Appears calm
- Listens carefully
- Appears thoughtful
- Nods and goes along
- "Let me think about it."
- Likes own physical space
- Does not get easily excited
- Ponders alternatives, slow in making decisions
- Asks questions and inquires about the specifics
- Seems to have strong opinions but does not express them vocally
- Completely new ideas/things seem to make him/her uncomfortable



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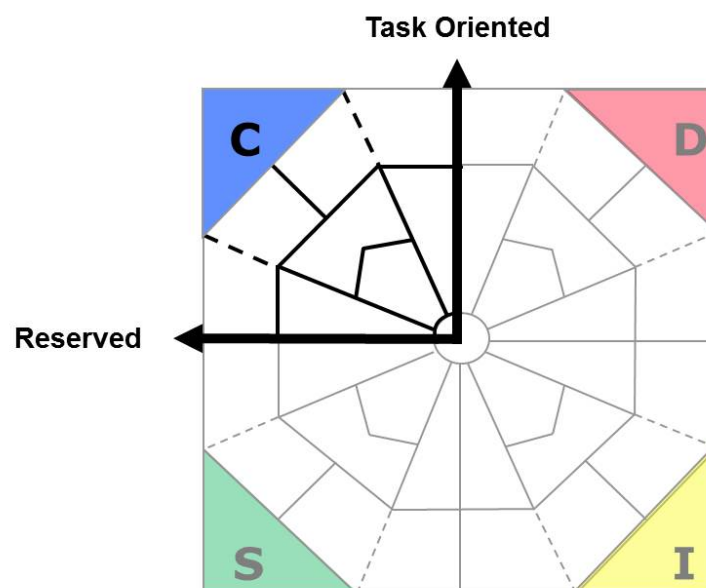
### C - style = Reserved and Task Oriented

This is how to recognise C-styles.

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

#### How to identify C-styles:

- Is quiet
- Focuses on details
- Proceeds cautiously
- Asks many questions
- Appears reserved and somewhat timid
- Doesn't easily express disagreeing views
- May have done homework on your products/services
- Studies specifications and other information carefully
- Makes decision only after studying pertinent facts/issues
- May be very critical; criticism based on facts not opinions



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### D-styles

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

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

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

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

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

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

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

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

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

**Communication Style:**

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

## Good Communications Leadership Report

**Sam Sample**

Organisation:

Date:

**FinxS**

**26.09.2016**

**{{first\_name}}, when communicating with a D-style, remember to:**

- Show that you are strong but you also respect his/her strength
- Summarise the main points that you have discussed and agreed upon
- Focus on the topic in your product presentation
- Justify your opinions to him/her
- Be very systematic and concise in what you say
- Offer him/her other topics of discussion but let them decide what to talk about
- Create a friendship that he/she can control

**{{first\_name}}, tips on how to develop the relationship with a D-style:**

- Do not pretend to him/her that your relationship is any closer than it actually is
- Make him/her aware of how you are outside the work environment but do not make it a separate discussion topic
- Always stay in a role of an expert in only one area - do not try to solve all of his/her problems
- Do things for him/her, but never without their knowledge
- Make sure he/she always owes you a little
- Be friendly, but don't be afraid to state your opinion
- Always be punctual in providing service or support

**{{first\_name}}, what NOT to do with D-style:**

- Do not be more friendly than he/she is
- Do not talk for too long - let him/her control how much you talk
- Be careful not to be too personal unless he/she gives you permission to be
- Do not try to sweet talk him/her
- Be careful that the conversation does not get side-tracked
- Never offer him/her only one option - let them decide
- Never try to be better than he/she is

**Moving the relationship forward with D-style:**

- Appear as a true professional but still make him/her believe they know something you do not
- Sell him/her only what is the best quality and the latest technology
- Demonstrate how he/she could benefit from your product/service, but remember to maintain your integrity
- Boost his/her ego by telling them what they are capable of
- Make it easy for him/her to make the decision - but let them make it
- Find out what you can agree upon, and shake hands on it
- Explain everything to him/her so thoroughly that they want to proceed to the next step



## Good Communications Leadership Report

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### I-Styles

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

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

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

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

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

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

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

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

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

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

**Communication Style:**

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

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**{{first\_name}}, when communicating with an I-style, remember to:**

- Talk briefly and clearly, offering him/her more opportunities to talk
- Get to the point but do not talk too long
- Try to get him/her to talk
- Let him/her tell the best story
- Make sure that you are not pushy
- Show that you are also interested in the topic and are not just trying to sell
- Be prepared to listen a lot

**{{first\_name}}, tips on how to develop the relationship with an I-style**

- Although you can get him/her excited about doing many things, make sure they don't do something that makes them look bad
- Do not always ask for anything - give him/her something for free
- Make sure that you remember what he/she has told you
- Boost his/her ego and put yours aside
- Remember that you are playing his/her game; it does not really matter what happens to you
- Confirm in writing everything you have agreed upon
- Spend time discussing his/her real issues and problems

**{{first\_name}}, what NOT to do with an I-style:**

- Do not interrupt him/her if they get excited
- Do not control the discussion
- Do not forget that having fun does not always equal to getting his/her business
- Do not get him/her enthusiastic about something they will postpone later
- Do not progress faster than he/she is willing to
- Do not let him/her drift to another topic
- Do not believe everything he/she say - they are good at influencing other people

**Moving the relationship forward with an I-style:**

- Go through everything with him/her and make buying a natural step in the process
- Talk about details for so long that he/she gets bored and are ready to sign the deal
- Immediately afterwards, confirm in writing what you agreed upon
- Double check with him/her on what you have agreed to do next
- Assure him/her that you will provide them with ongoing support
- Give your personal guarantee that this is a good buying decision and that he/she will be satisfied
- Agree on the deal but give him/her a one more chance to back out

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### S-Styles

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

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

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

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

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

**Focus:** Involved with familiar people.

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

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

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

#### Communication Style:

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

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**{{first\_name}}, when communicating with an S-style, remember to:**

- Use a modest tone of voice
- Provide him/her with all of the facts they need
- Provide an overview of what you are going to say before you begin
- Demonstrate that you are honestly trying to help him/her
- Progress step-by-step
- Do not patronise him/her - even if they let you
- Listen carefully to what he/she says

**{{first\_name}}, tips on how to develop the relationship with an S-style:**

- Create a distant friendship
- Spend enough time with him/her - but not too much
- Ask his/her permission to use them as a reference - but only when you know that they will agree
- Regularly send information about the product
- Call him/her regularly just to ask how they are doing - do not try to sell them anything then
- Always be thorough and maintain a good service-orientation
- Do not make changes to the product/service without consulting him/her first

**{{first\_name}}, what NOT to do with an S-style:**

- Do not force him/her to talk before they are ready
- Do not forget to cover every issue
- Do not brag too much
- Do not forget what you have promised
- Do not assume that he/she likes you when they are polite to you
- Make sure that you are not cursory about anything
- Do not forget what he/she has said

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

- Make him/her say what they want - and give them exactly that
- Give him/her the possibility to withdraw
- Do not be superficial
- Become friendly with him/her but on their terms
- Tell him/her logically how things would work
- Bring up the limits of what your product/service can do (what it cannot do)
- Make sure that your written offer is extremely logical

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### C-Styles

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

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

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

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

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

**Focus:** Analyses tasks and things.

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

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

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

**Communication Style:**

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

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### {{first\_name}}, when communicating with a C-style, remember to:

- Set aside time proving the quality of your product/service
- Maintain the distance he/she wants to keep
- Provide him/her with more facts than they have asked for
- If you require anything from him/her state it well in advance
- Be prepared to present all possible details but do not do it before he/she asks for them
- Cover one topic at a time and do not skip anything too quickly
- Talk more about the product/service than about him/her

### {{first\_name}}, tips on how to develop the relationship with a C-style:

- Inform him/her in advance about any unplanned changes to the rules
- Be social, but not superficial, when you talk about the product
- It may become your responsibility to provide follow-up service to ensure that he/she will actually benefit from your product/service
- Demonstrate that you are committed to continuous product development
- Be distant but make regular contacts
- Provide all material in writing also - but do not expect him/her to give feedback on it
- Provide him/her with material (brochures, samples, etc.) that they can share with their associates and/or friends

### {{first\_name}}, what NOT to do with a C-style:

- Never allow him/her to think your product is anything but of the highest quality
- Do not get caught giving inaccurate information
- Do not forget to cover the available support and guarantees
- Avoid trying to put him/her into situations they would consider silly and professionally not challenging
- Do not bore him/her by explaining to them what they consider basic knowledge
- Do not be too friendly before he/she allows you to be
- Do not forget to ask what he/she considers important

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

- Include his/her requirements/demands in your offer
- Respect his/her opinion and use it when making your offer
- Agree on the after the sale follow-up items before the actual buying decision is made
- Create a process that leads to a decision and describe it to him/her - always ask for their permission to move on to the next step
- Ensure that all of the information you provide him/her is accurate
- Offer him/her an opportunity for professional development if they accept your offer
- In the beginning, ask what he/she needs and then offer them a little more than they expect

## Good Communications Leadership Report

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### Personal Action Plan: Your Next Steps

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

#### My Top 3 Start and Stop List:

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

1

2

3

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

1

2

3