

# Leadership



This assessment is based on the responses given in the Extended DISC® Individual Assessment Questionnaire. This assessment should not be the sole criterion for making decisions about oneself. The purpose of this assessment is to provide supporting information for the respondent in self-development

## Doug Cox

Organization:

**Ford Meter Box**

Date:

**10.09.2023**





### Introduction to Your Leadership Assessment

Doug, you have undoubtedly realized that your success as a leader is determined in a very large part 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. 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. When it happens, everything is easier. Think about the last time it happened. Wasn't it effortless and uncomplicated?

Unfortunately, with most people interactions take more effort. 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 know the outcomes of the interaction are not quite what you want. You are likely to feel disappointed, frustrated and even tired. It takes energy, effort and concentration. Still, the results are not what you hoped they would be.

In these situations you probably feel there is something you could do, but are not quite sure what that is. You know your end goal – your destination – but are not sure how to get there. It is like being lost without a map.

Doug, this Leadership Assessment will provide you with the map to more successful interactions with others. You will learn:

1. The four main human behavioral 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.

### Very Brief Background of the Extended DISC® Model

Your Leadership Assessment is based on behavioral 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 only four behavioral styles of individuals.

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

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

The resulting four styles are called:

D-style (Dominance)

I-style (Influence)

S-style (Steadiness)

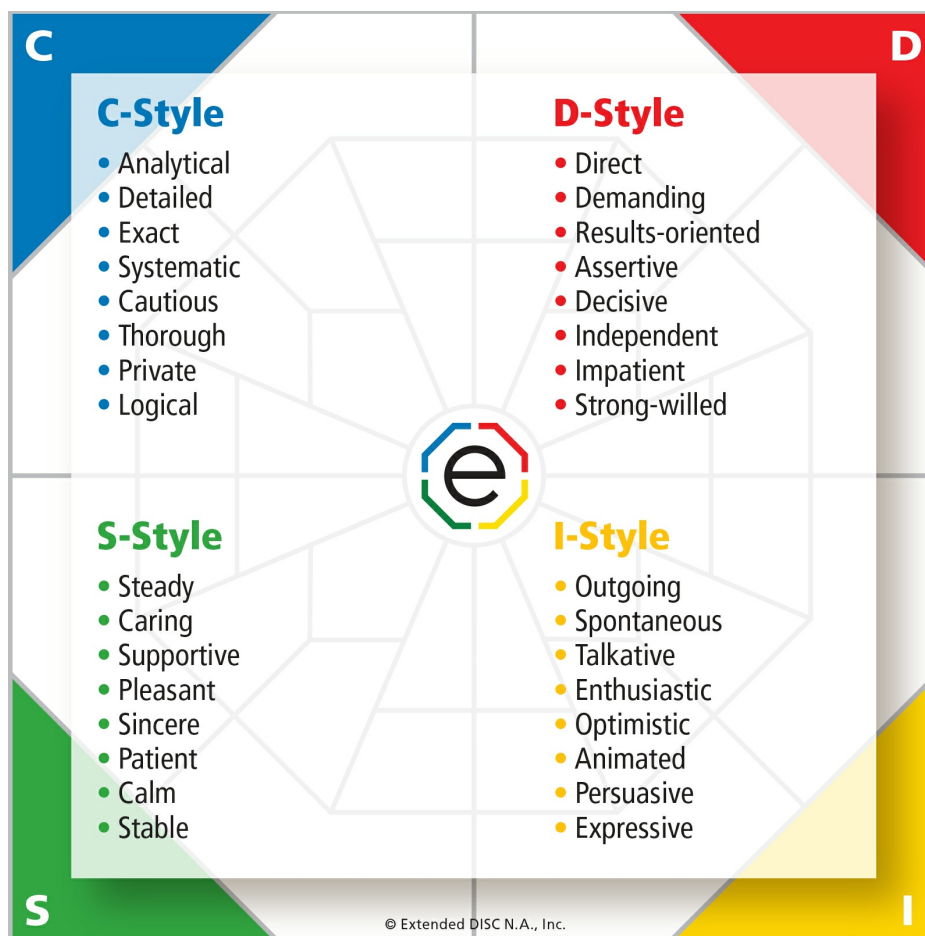
C-style (Conscientiousness)



## The DISC Behavioral Styles - The Key points:

In the following pages you will learn about the four DISC-styles. As you get comfortable with their own 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.





## Your Leadership Profiles

The Profiles are a visual representation of your behavioral 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 reflects an adjustment that you perceive would help you be successful in your current environment.

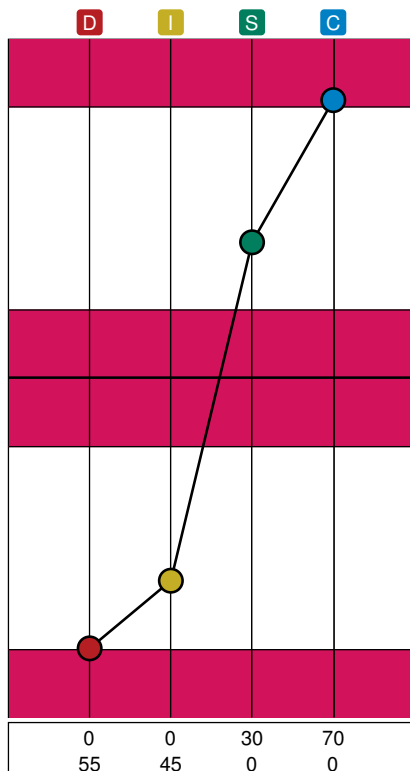
**Profile II: Natural Style** - Your natural style remains fairly stable, but not rigid, over your adult life. It is the style that is most comfortable to you and uses the least energy. Most individuals are a combination of styles.

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.

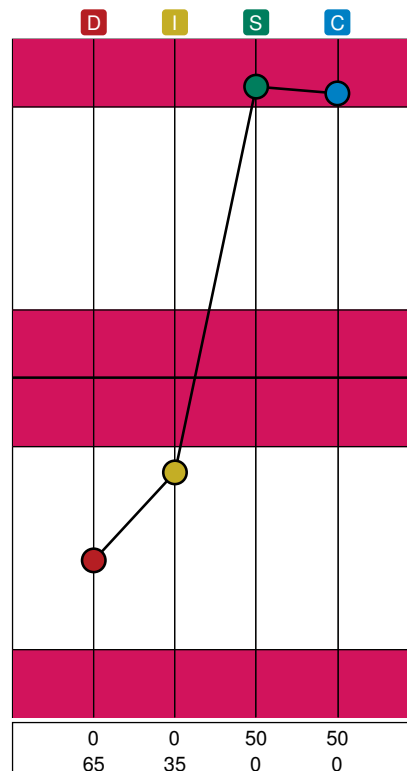
**There are no good or bad behavioral styles - just different ones.**

## Your Profile I and II

Profile I - Perceived Need to Adjust



Profile II - Natural Style



Your DISC style is: SC (S - 50%, C - 50%)



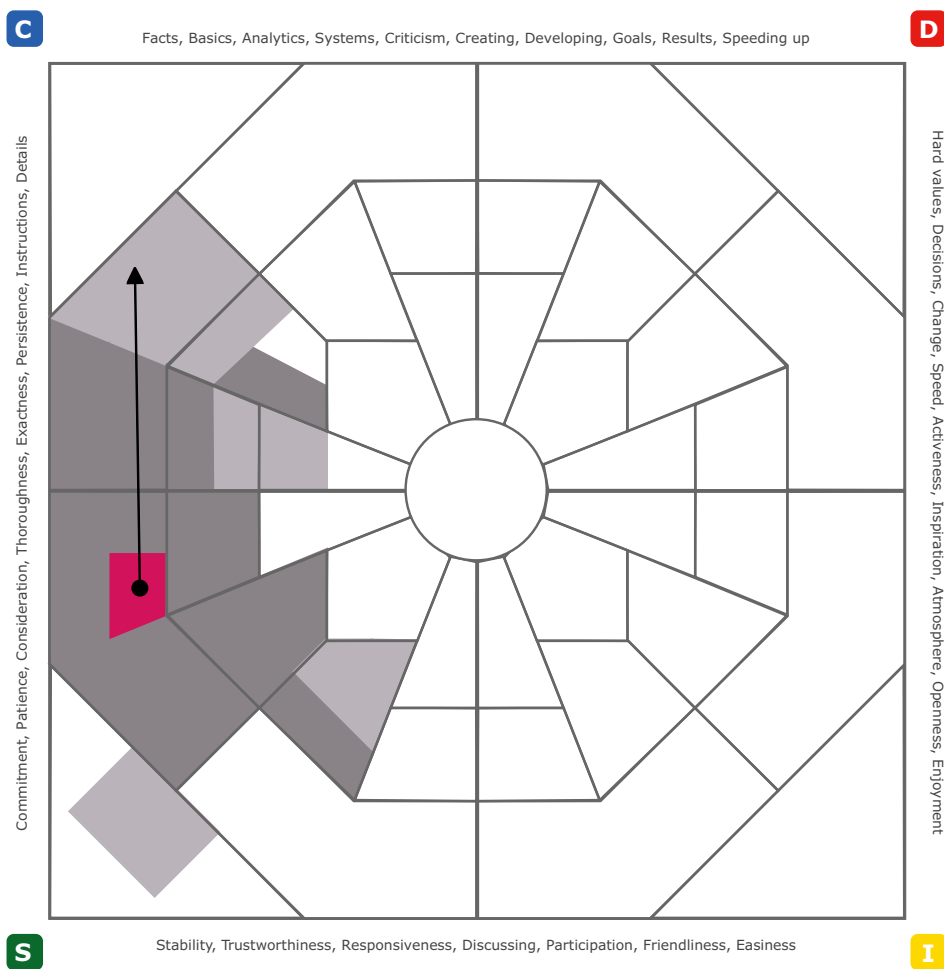
### Your DISC Style

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

The rectangle identified in color shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you.

The DISC quadrant(s) that have **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.





### Doug 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 behavior as seen by others, you certainly can modify your behavior 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:

Relaxed, reassuringly friendly, concentrating, helpful, undemanding, listening and understanding, team-spirited, obeys rules, adjustable, harmless.

### How Your Employees May Perceive Your Communication Style:

His style is not felt to be threatening nor unreliable - more often shy and passive. He likes to deliberate before he says something. In a smaller group, that may be possible, but in a bigger, lively crowd he remains unnoticed. He likes logical development, thus studies the background and explains his point of views very carefully.

### How Your Employees May Perceive Your Decision-making:

When he has to make a decision, he first looks for precedents to see if the solution be found there. In his mind the decision should please everybody and be fair to everyone. As the decision must always be the best one, he never rushes it.

### Doug's Strengths:

- Masters details
- Follows rules
- Can concentrate on one thing at the time
- Can be very cost efficient
- Doesn't drift from one thing to another
- Can develop things step-by-step
- Is a reliable part of the team
- Stable when competition is not tough
- Reliable and invisible worker
- Knows and follows traditions of the team
- Stays in his own area of responsibility
- Does not compete against friends

*"Knowing yourself is the beginning of all wisdom."*

*- Aristotle*



### 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.

#### 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.



*"It is understanding that gives us the ability to have peace. When we understand the other fellow's viewpoint, and he understands ours, then we can sit down and work out our differences."  
- Harry S. Truman*



**How Your Employees View your Decision-Making Style**

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

**Doug, this is how your decision-making style may come across to your employees.**

When he has to make a decision, he first looks for precedents to see if the solution be found there. In his mind the decision should please everybody and be fair to everyone. As the decision must always be the best one, he never rushes it.

- Helps rather than makes decisions
- Makes sure of all possible outcomes first
- Delays as long as possible

**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?

Doug respects safety, steadiness, peace and a sense of justice. He likes to have a chance to concentrate on his work in a pleasant team where people support each other. He values clear, thorough, explicit instructions which are not changing constantly.

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

- Security and reliability
- Clear operating instructions
- Criteria for decision making
- Appreciation as an expert and a helper
- Possibility to concentrate on his own work
- Consistency and appreciation for traditions
- Reducing all risk factors
- Support when starting new assignments
- Explanations for changing things
- Information and guidance to make decisions
- Enough time to dig into problems
- Possibility to plan beforehand

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

1 \_\_\_\_\_

2 \_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**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.

- Mistakes
- Stepping on others' toes
- Deciding everything
- Having to venture into the unknown alone
- Unnecessary raising of voice
- Taking unnecessary risks
- Trying to influence people against their will
- Having to start projects all alone
- Restlessness and insecurity
- Carelessness
- Chaos and disagreements
- Personal criticism without clear reasons

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.**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**Your Strengths**

Strengths are items that tend to be easier, more natural and require less energy from you.

- Masters details
- Follows rules
- Can concentrate on one thing at the time
- Can be very cost efficient
- Doesn't drift from one thing to another
- Can develop things step-by-step
- Is a reliable part of the team
- Stable when competition is not tough
- Reliable and invisible worker
- Knows and follows traditions of the team
- Stays in his own area of responsibility
- Does not compete against friends

Most of us tend to overlook our strengths, even taking them for granted. Do not let that happen to you. Instead, consider the items listed above and think how well you are taking advantage of these valuable behavioral traits. Please use caution however; remember that an overused strength very often becomes a weakness and a serious liability to our performance.

**Identify two *Strengths* that you can capitalize upon in your current position.**

1 \_\_\_\_\_

2 \_\_\_\_\_

**How can you maximize the impact of your *Strengths*? Be specific.**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



### Reactions to Pressure Situations

These are NOT descriptions of your weaknesses or present behavior. They are items that you should be cautious about since these reactions in pressure situations may become more evident. Understanding how you react to pressure situations can make it easier to deal with them.

- Thinks too long before deciding
- When clarifying something, makes things complicated
- Pays attention to the unessential as well
- Considers too long
- Wants to take part in developing but not in giving away the old
- Has to be lead by others
- Gets stuck in one place
- Reacts slowly and too carefully
- Hesitates when should decide
- Doesn't want to be the first one in the line
- Begins to fight after the war is already over
- Checks things too many times





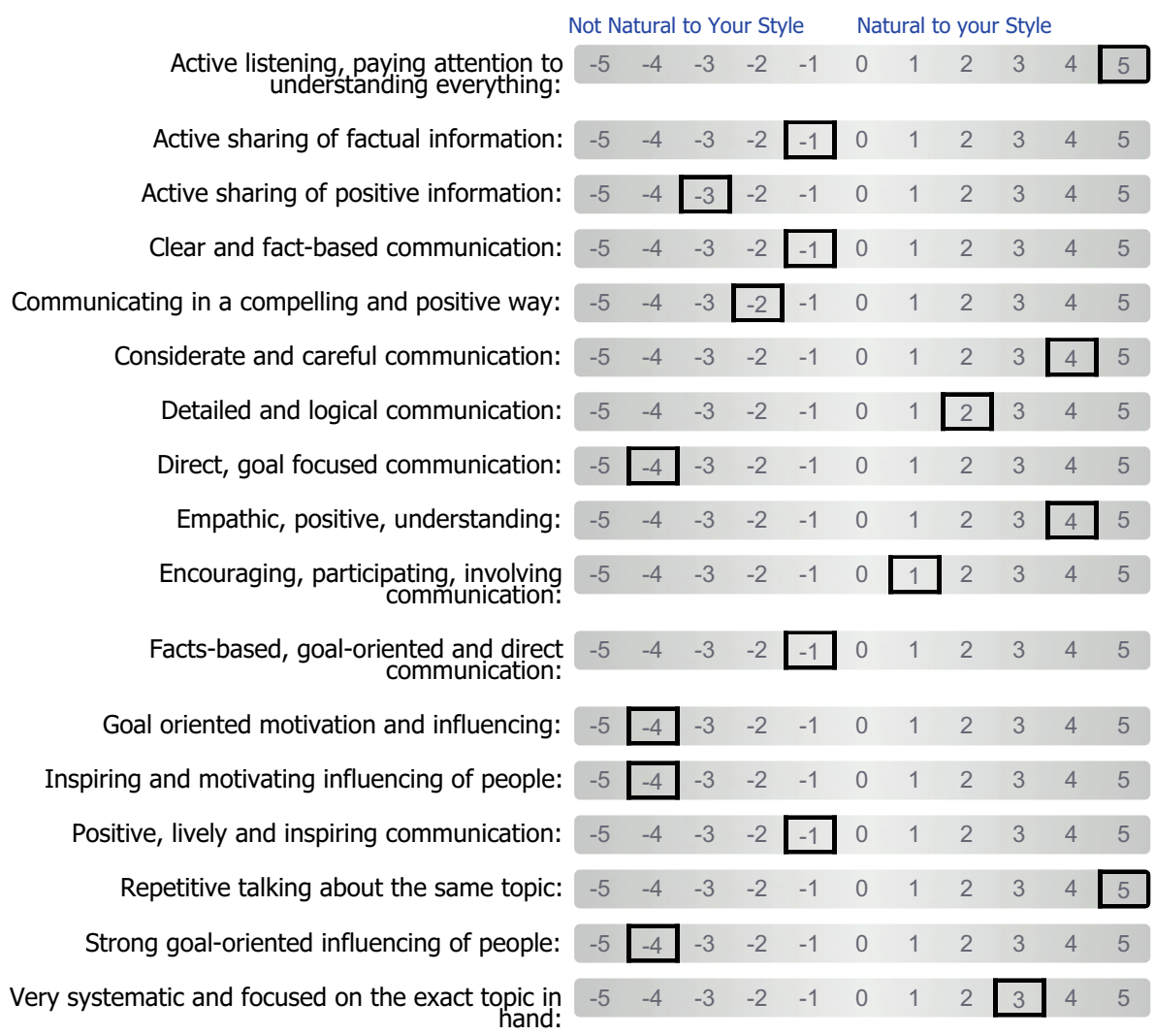
### Your Communication Style

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 require more energy from you. You **CAN** communicate this way, but it may require more energy and concentration.





**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.

**Doug, this is how others may perceive your communication style.**

His style is not felt to be threatening nor unreliable - more often shy and passive. He likes to deliberate before he says something. In a smaller group, that may be possible, but in a bigger, lively crowd he remains unnoticed. He likes logical development, thus studies the background and explains his point of views very carefully.

**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 capitalize 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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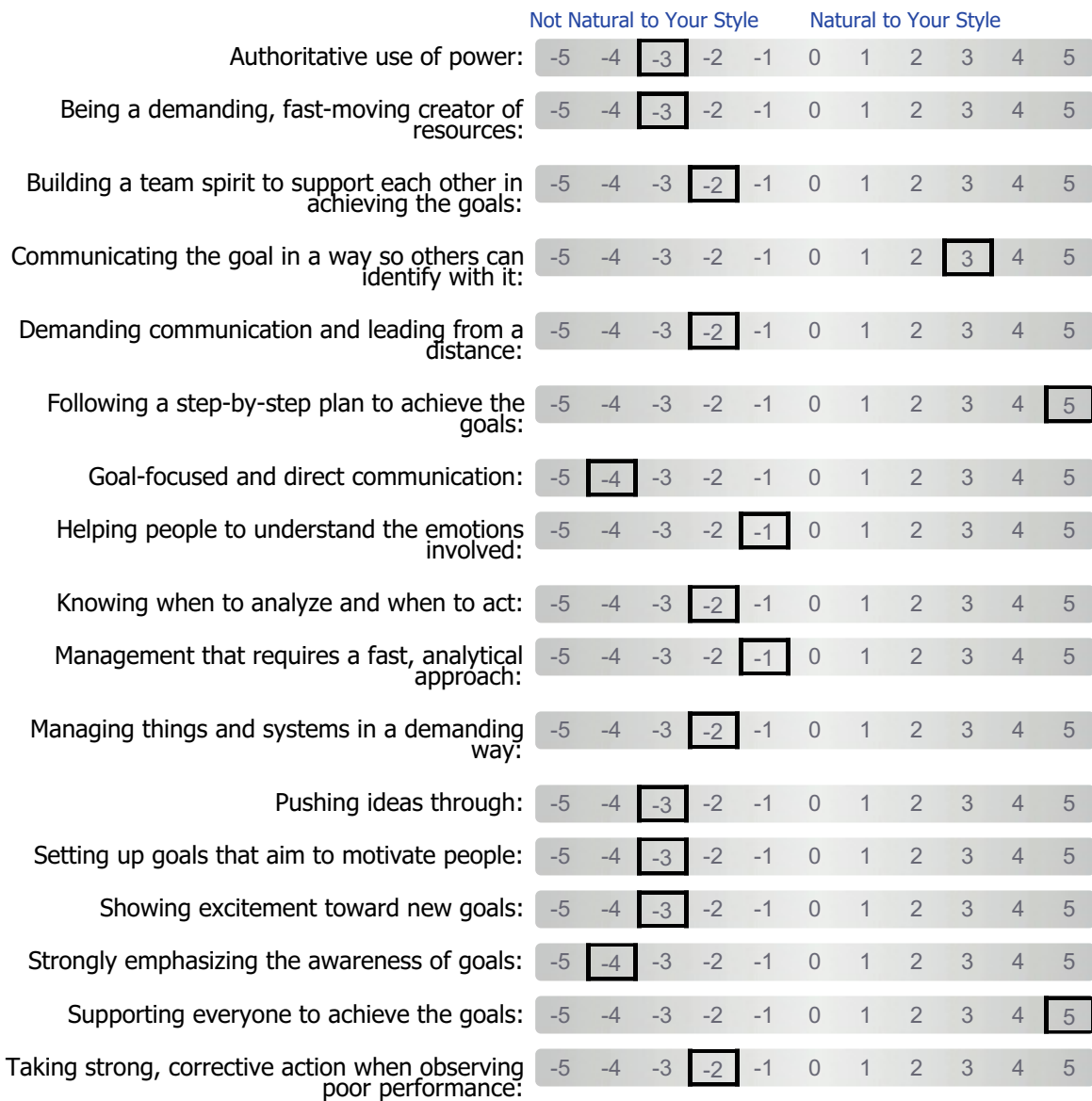


### How You Achieve Your Goals

**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.



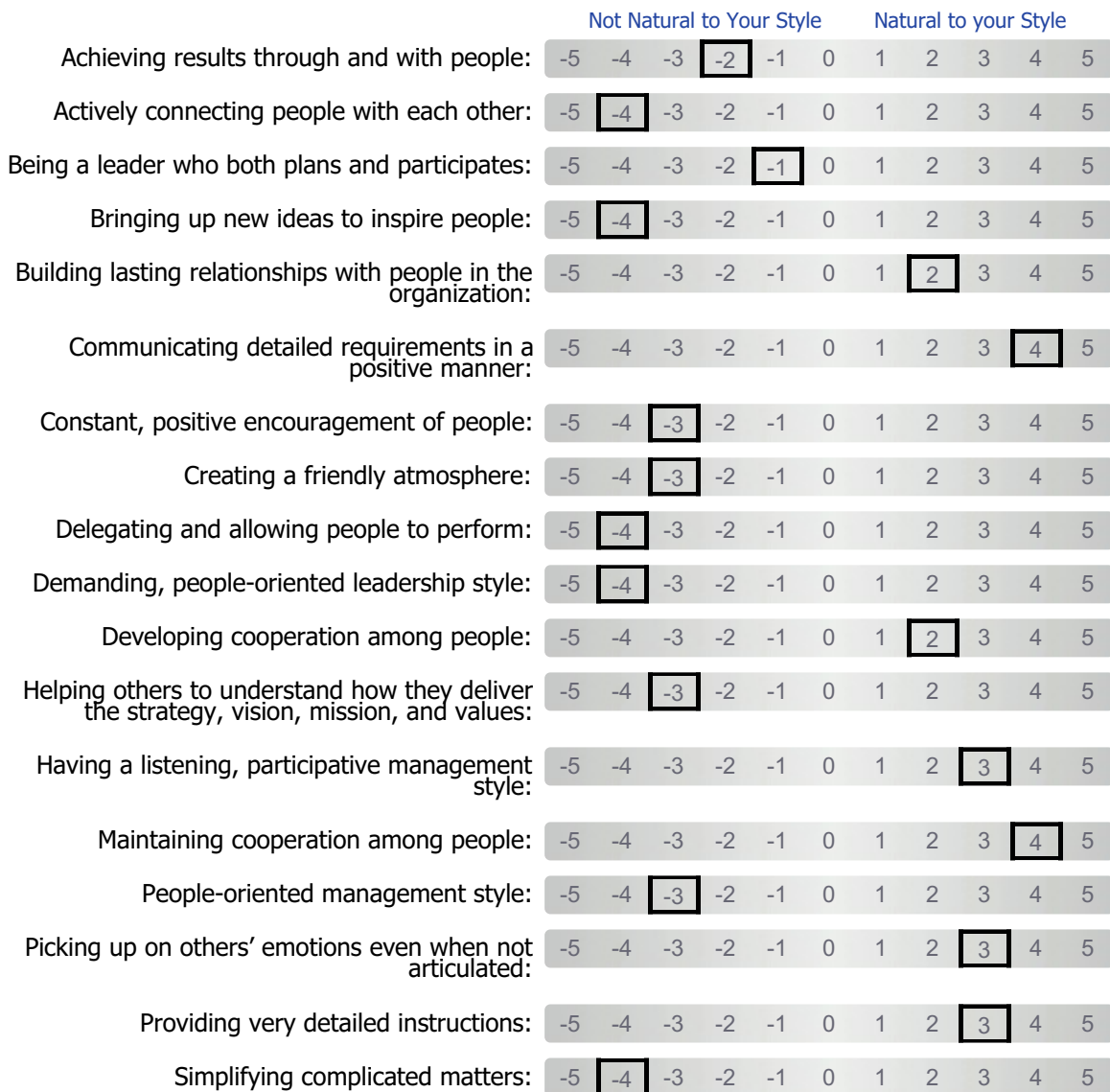


## How You Lead Your Employees

### Interpreting the bar graphs is simple:

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

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





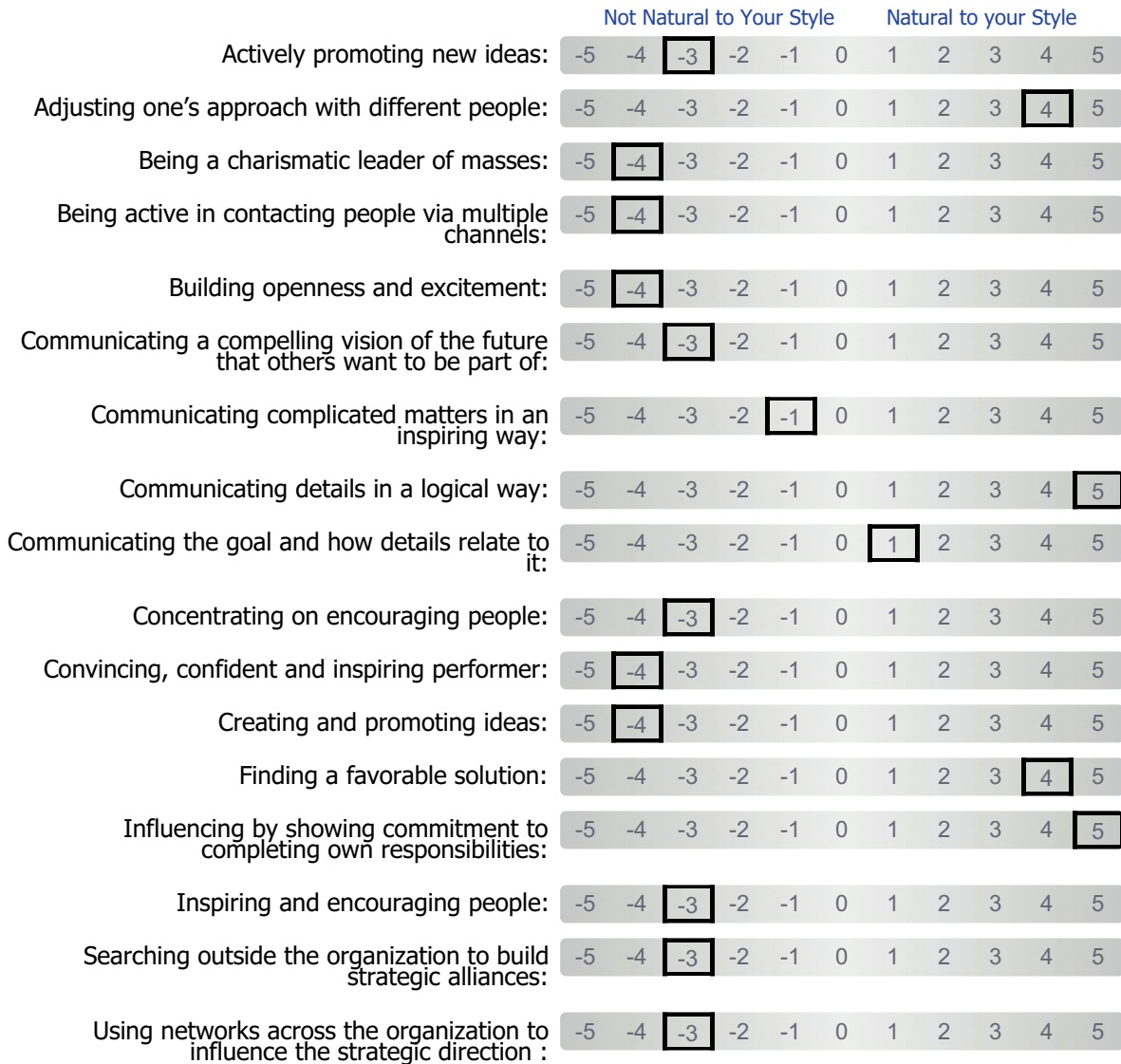


## How You Motivate Your Employees

### Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify how you prefer to motivate your employees.

The **rectangles to the left side** of the graph identify items requiring more energy from you. You **CAN** motivate in these ways, but they are likely to require more energy and concentration.



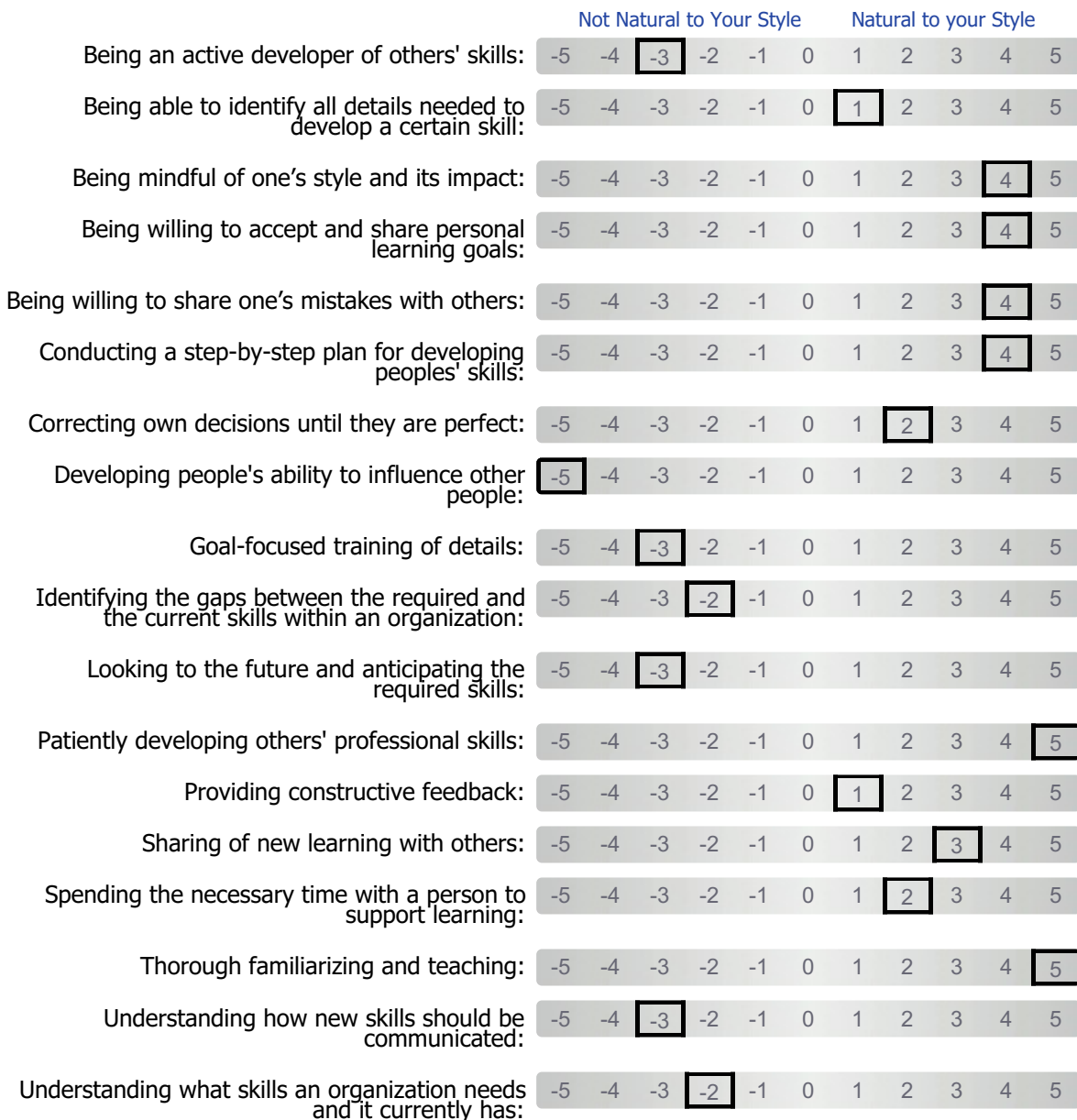


## How You Develop Your Employees

### Interpreting the bar graphs is simple:

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

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



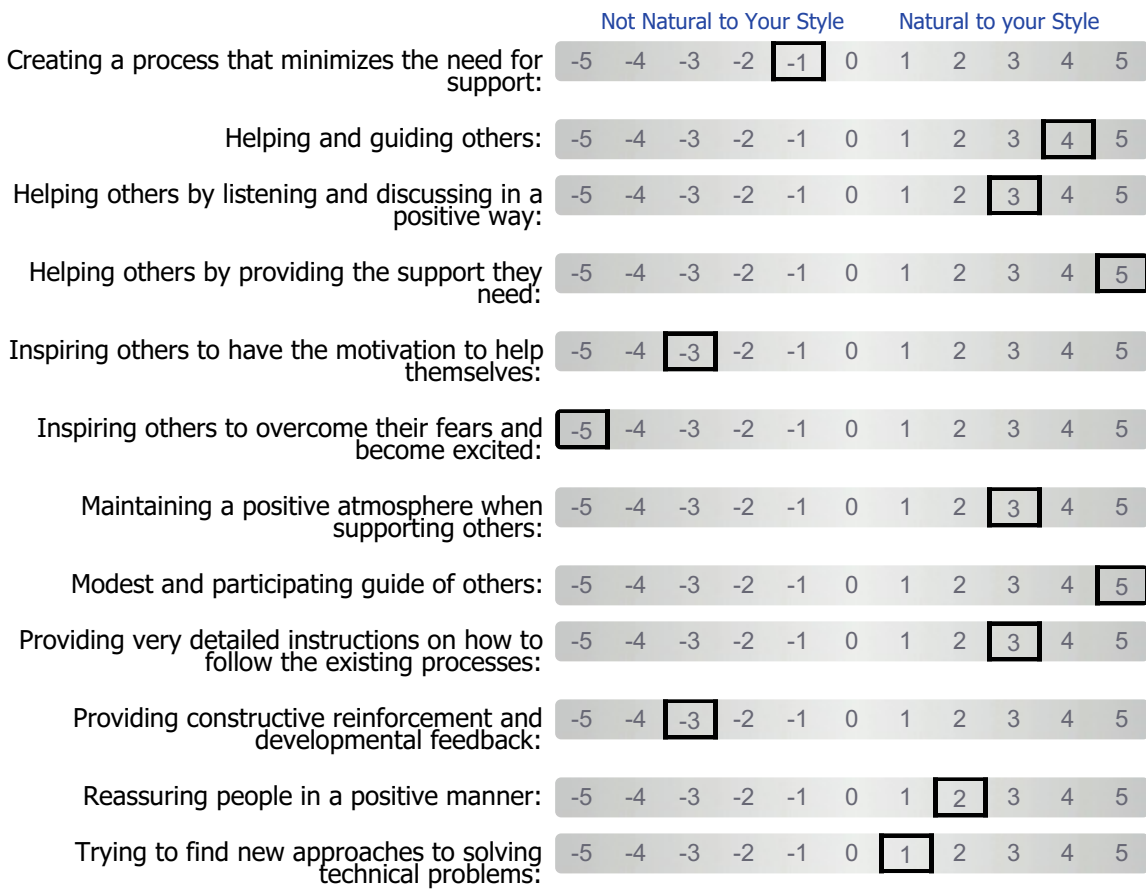


## How You Help Your Employees Achieve Their Goals

### Interpreting the bar graphs is simple:

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

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





## Improving Your Success As A Leader

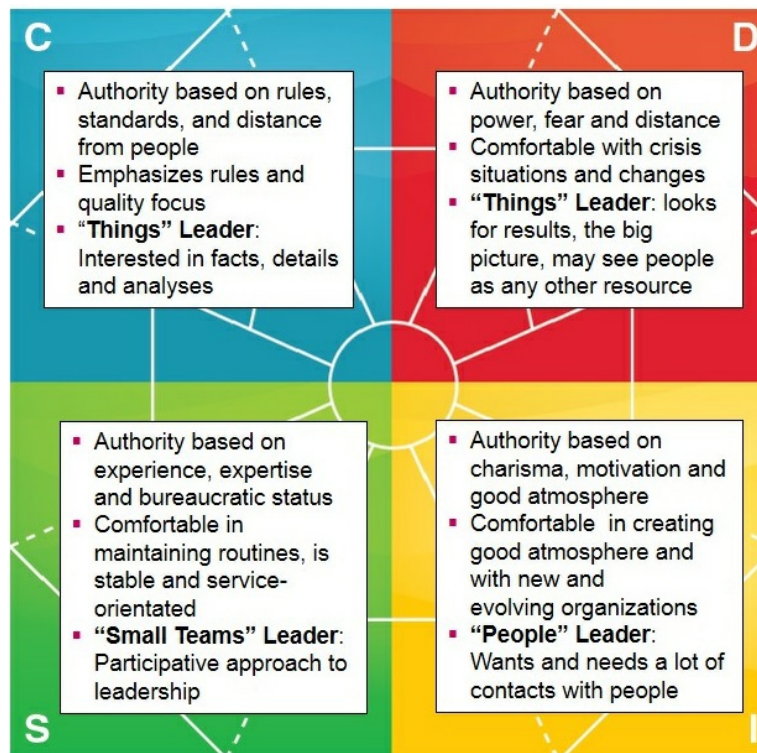
Doug, below are a few reminders and suggestions on how to further improve your success as a leader.

### Reminders:

- Address problems and shortcomings immediately
- When you start detailed planning, try to complete it at the same time
- Learn to present only the goals related to the topic
- When speaking, keep it at the big picture level and do not talk about details
- Remember that the feeling of security in the organization grows when everybody knows exactly what the expectations are
- Create a team to develop new ideas
- When you know you have to take back authority, do it immediately

### Suggestions of What to Avoid:

- If you have to think about things carefully, do not do so in front of others to make you appear hesitant
- Be straightforward - do not accept explanations and excuses from others too easily
- Try to participate in the work as little as possible
- Try not to do the work of your subordinates - show them how to do it
- Participating cannot mean doing your subordinates' work
- Be careful not to be too nice to your employees - they may become less productive
- Do not be available all the time - force others in the organization to take initiative





## 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 other's style:

- Step 1. Observe**
- Step 2. Assess**
- Step 3. Recognize**

### Step 1: Observe

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

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

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

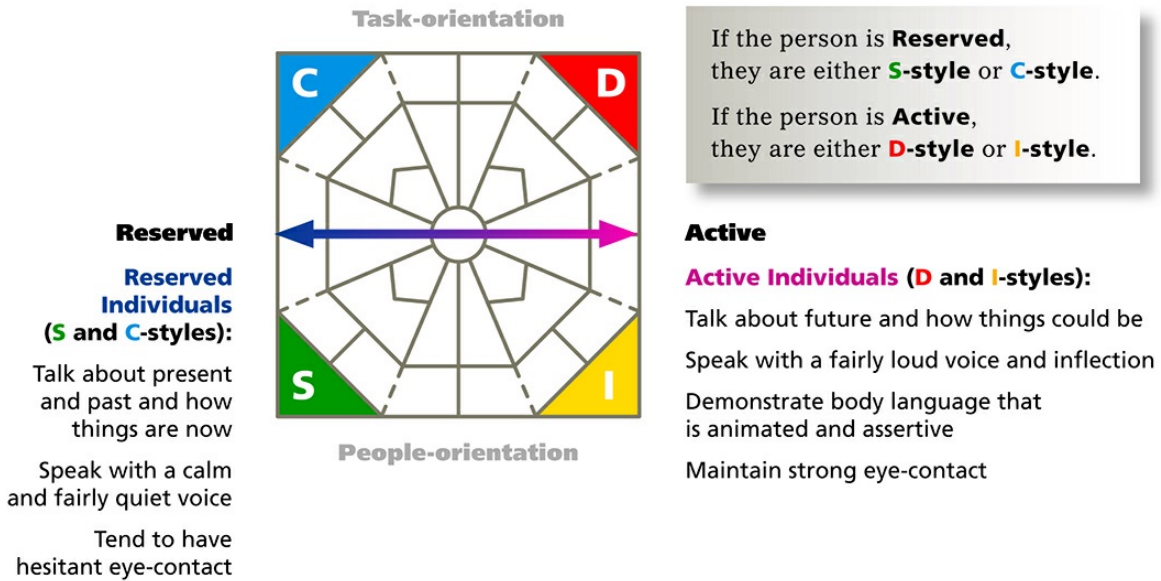




Step 2: Assess

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.

- Talks about future and how things could be
- Speaks with a fairly loud voice and inflection
- Demonstrates body language that is animated and assertive
- Maintains strong eye-contact

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

- Talks about present and past and how things are now
- Speaks with a calm and fairly quiet voice
- Demonstrates body language that is limited
- Tends to have hesitant eye-contact



Next, determine if the individual is more:

- Task-oriented
- People-oriented

Next, determine if the person is more:  
**Task-oriented or People-oriented**

**Task-oriented Individuals (C and D-styles):**  
Talk and ask about things  
Focus more on tasks than people  
Do not show a lot of emotion

**Active**

**Reserved**  
**People-oriented Individuals (S and I-styles):**  
Talk and ask about people  
Focus more on people than tasks  
Show emotion fairly easily

If the person is **Task-oriented**, they are either **D-style** or **C-style**.  
If the person is **People-oriented**, they are either **I-style** or **S-style**.

**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



### Step 3: Recognize

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

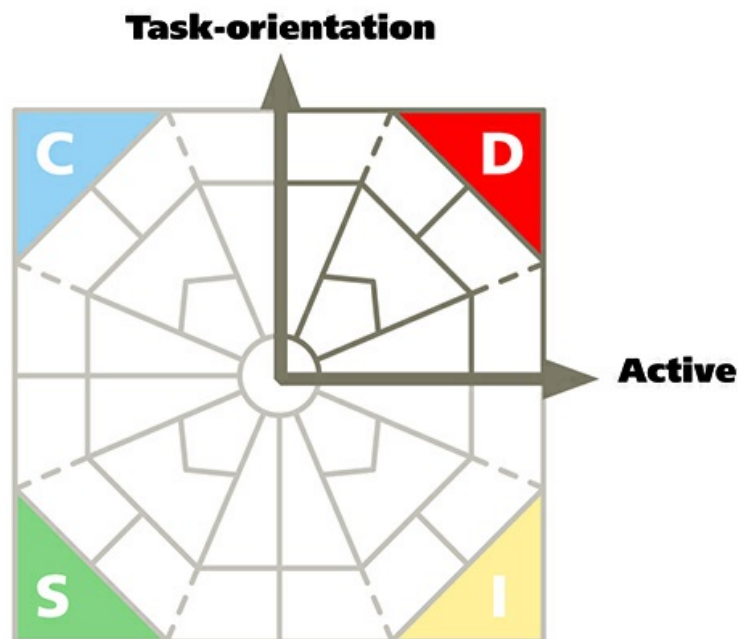
### D-style = Active and Task-oriented

This is how to recognize 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







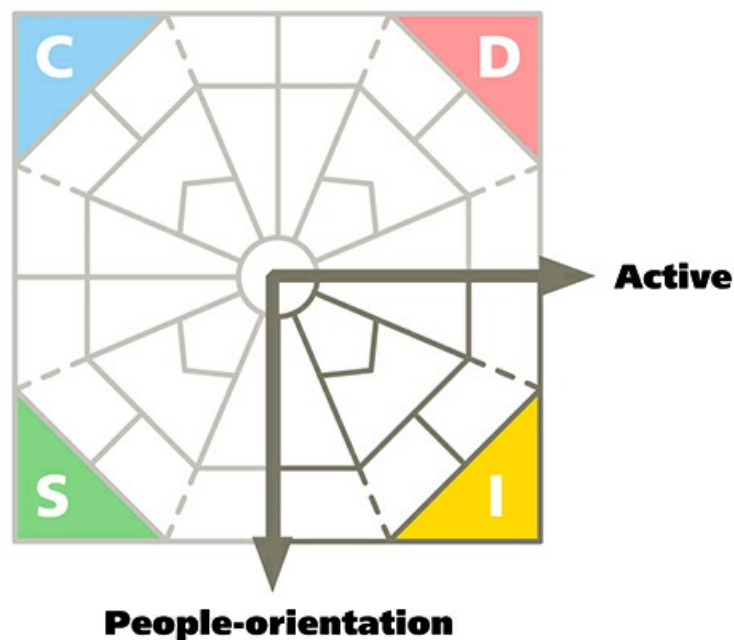
## I-style = Active and People-oriented

This is how to recognize 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 unorganized
- 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





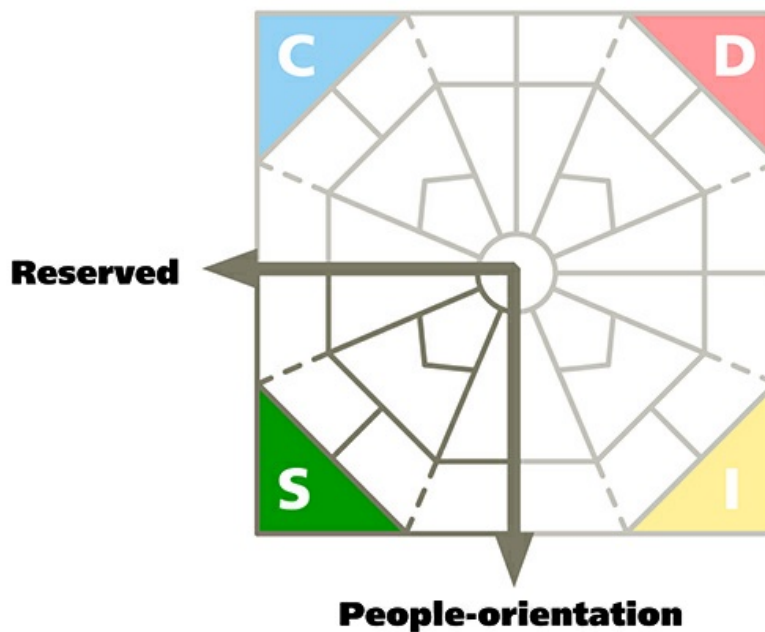
## S-style = Reserved and People-oriented

This is how to recognize 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 have strong opinions but does not express them vocally
- Completely new ideas/things seem to make him/her uncomfortable





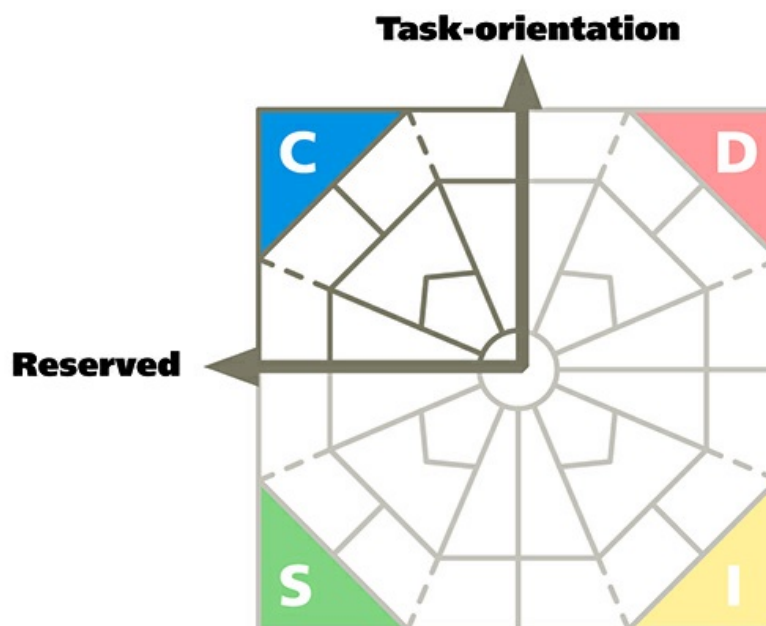
## C-style = Reserved and Task-oriented

This is how to recognize 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





## D-styles

*"Winning takes precedence over all. There's no gray area. No almosts."*

*- Kobe Bryant*

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 behaviors affect others.

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

**Favorite 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



**Doug, when communicating with a D-style, remember to:**

- Emphasize the benefits they can realize
- Show them that you believe in yourself
- Demonstrate you know what you are doing and let them decide when to focus on details
- Always state first what the key message is
- Create an image that you are a strong and reliable person
- Be direct in your statements
- Make firm and clear statements

**Doug, what not to do with D-style:**

- Do not hesitate in whatever you say or do
- Do not show uncertainty - show honesty
- Do not be too modest
- Do not talk for long without checking if they want more information
- Avoid being too stiff and inflexible
- Be careful not to talk about something they are not interested in
- Do not get stuck on one topic for too long

**Notes:**

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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 center 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 – Disorganized.** 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.

**Favorite 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



**Doug, when communicating with an I-style, remember to:**

- Ensure you are moving in the direction you want
- Show how you both benefit from the sale and why you have reasons to work together
- Talk about the future
- Be concise and emphasize the benefits you offer
- Ensure that they know what your values are
- Be active
- Encourage them to talk

**Doug, what not to do with an I-style:**

- Do not forget to get excited about what they say
- Do not assume a passive role
- Try not to be boring
- Do not always provide your service the same way
- Do not let them move away from the topic that you want to talk about
- Skip the details if they are not interested in them
- Do not talk about details for too long without jumping into something more fun in between

**Notes:**

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## S-Styles

*"None of us, including me, ever do great things. But we can all do small things, with great love, and together we can do something wonderful."*

*- Mother Teresa*

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 cooperating 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.

**Favorite 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





**Doug, when communicating with an S-style, remember to:**

- Summarize regularly what you have covered and agreed upon so far
- Speed up when they will not do it
- Listen and understand; then try to solve the challenge
- Always agree on the next two or three steps before moving forward
- Establish and agree on a goal for the meeting
- Be aware of information and details that can be covered later
- Agree with them when it is time to take the next step

**Doug, what not to do with an S-style:**

- Do not feel that you have to hide something or cannot tell everything
- Do not allow them to make a decision before you know it is the one you want
- Avoid being too detailed (keeping in mind you cannot hide anything from them)
- Do not wait until they make a decision
- Do not hesitate to state your opinion
- Do not overanalyze; simplify
- Do not assume they will take independent action after you are gone

**Notes:**

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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 behavioral 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-analyze 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:** Analyzes 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 about opinions or abstract matters
- Extremely diplomatic



**Doug, when communicating with a C-style, remember to:**

- Make them state what they would be happy with
- Make sure you know what is important and what is not important for you to discuss with them
- Agree on the goals for the meeting with them beforehand
- Do not let them waver too much after a decision is made
- Always remain a step ahead and ready for what they are going to ask for next
- Feed them with ideas and possibilities
- Always paint the big picture before going into the details

**Doug, what not to do with a C-style:**

- Do not let them control the pace
- Do not leave decision-making up to them alone
- Do not let them control what will happen next
- Avoid any bureaucracy that would just delay the process
- Do not allow them to get side-tracked - keep things as clear as possible
- Do not confuse them with too many choices
- Do not cover all their questions thoroughly; only the ones that are actually relevant

**Notes:**

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**Personal Action Plan: Your Next Steps**

Experience has shown 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 realized through this report, list three important items you will **START** doing:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

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

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

Based on what you have learned, discovered and realized through your report, list three important items you will **CONTINUE** doing:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

