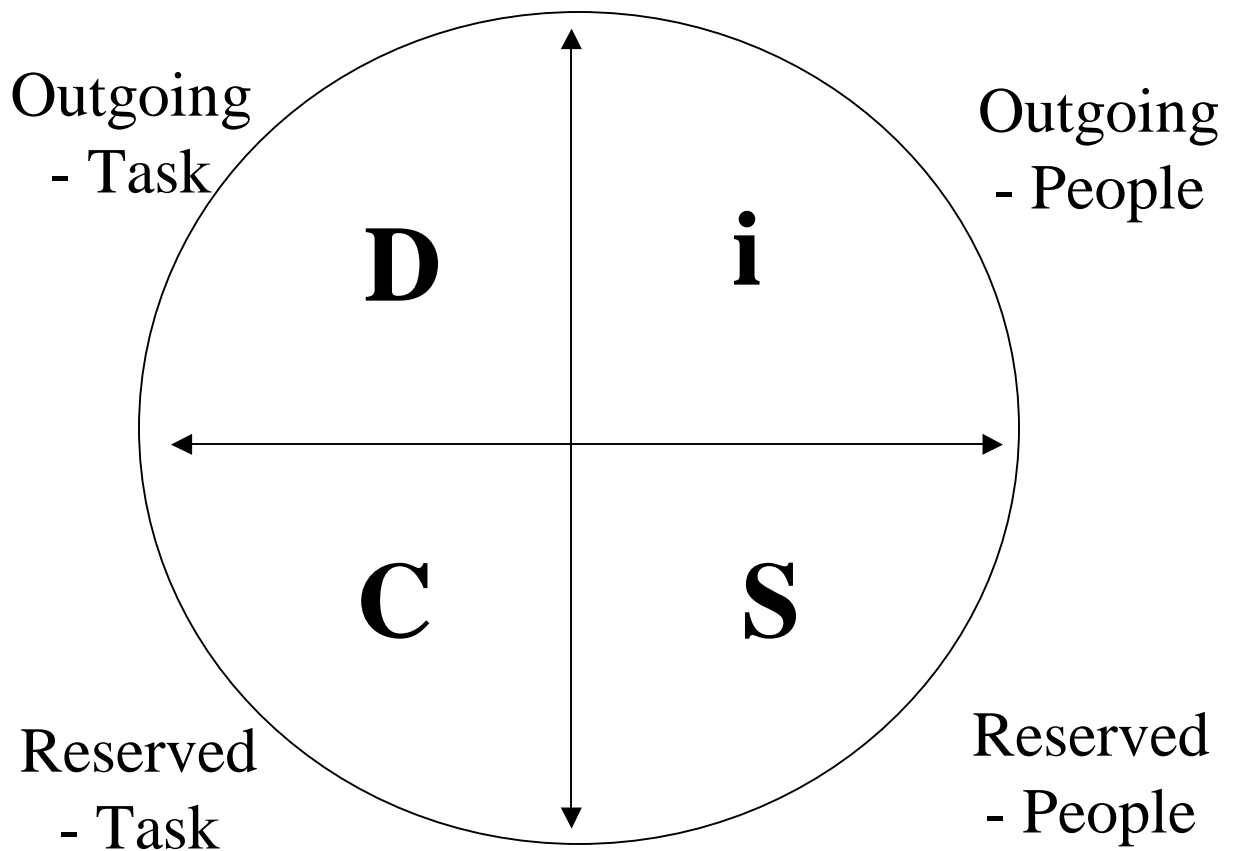


Model of Human Behavior



Personality Quotient - PQ

Technical Skill, beginning with intelligence and development through education and experience, accounts for only 15% of success in the workplace. The other 85% of workplace success comes from people skills!

Four Steps to Raising Your PQ

1. Understanding yourself through your personality style
2. Understanding another person through their personality style
3. Adapting your style to create better relationships
4. Building better teams through role and responsibility **DYNAMICS!**

i - Influencing

Direct & Relationship Oriented

- Emphasize: Shaping the environment by influencing or persuading others
- Characteristics: Sociable, enthusiastic, optimistic, generous, persuasive, friendly, confident, energetic
- Communication: Expressive
- Tendencies: Promoting ideas, contacting people making a favorable impression, open about personal feelings & thoughts, have a need to be liked by others
- Responsiveness: Talks freely
- Motivated by: Social recognition, public recognition of ability, freedom of expression

“I make new friends easily, even with strangers.”

“ I really enjoy entertaining other people.” 5

S - Steadiness

Indirect & Relationship Oriented

Emphasize: Cooperating with others to carry out the task

Characteristics: Amiable, easy going, patient, predictable, team player, loyal, deliberate, sensitive

Communication: Practical

Tendencies: Implementing ideas, performing in a consistent, predictable manner, developing specialized skills, demonstrating patience, want fair and equitable situations for all involved

Responsiveness: Controlled

Motivated by: Status quo unless given reasons for change, predictable routines, credit for work accomplished

“I prefer it when things go smoothly, especially when there is not a lot of change.”

“I like the satisfaction I get from working together on projects, by being a part of a collective effort to achieve specific results.”

Identifying Personality Styles

<u>Dominance</u>	Verbal	Speak in direct terms (“I need, You need”) Make more statements & ask fewer questions Get down to business immediately, no small talk
	Non-verbal	Fast paced, firm handshake, stand very confidently Use little facial expression
	Appearance	Business like, functional
<u>Influencing</u>	Verbal	Tell you what they think & feel They are persuasive, use a lot of adjectives & descriptive words Talk about people and relationships
	Non-verbal	Fast paced, appear very confident, smile & nod their head Show much facial expression Stand close to you when talking
	Appearance	Fashionable, stylish
<u>Steadiness</u>	Verbal	Do not directly say what they want, use fillers Share their thoughts & feelings once they know you Prefer talking one-on-one or small groups vs. large groups
	Non-verbal	Slower paced Use facial expressions but not as animated as the Influencing More reserved until they get to know you
	Appearance	Casual, conforming
<u>Cautious</u>	Verbal	Do not directly say what they want Speak very accurately, use large vocabulary, no small talk
	Non-verbal	Slower paced Show little facial expression
	Appearance	Formal, conservative

Keys for Relating to i Dimension of Behavior

Like others to be:

- *Friendly, emotionally honest, recognize contributions*

Try to:

- *Approach them informally*
- *Be relaxed and sociable*
- *Let them verbalize thoughts & feelings*
- *Keep the conversation light*
- *Provide written details*
- *Give public recognition for individual accomplishments*
- *Use humor*

Be prepared for:

- *Attempts to persuade or influence others*
- *Need for the “lime light”*
- *Over-estimating self & others*
- *Over-selling ideas*
- *Vulnerability to perceived rejection*

Notes:

Keys for Relating to S Dimension of Behavior

Like others to be:

- *Relaxed, agreeable, cooperative and show appreciation*

Try to:

- *Be logical and systematic in your approach*
- *Provide a consistent and secure environment*
- *Let them know how things will be done*
- *Use sincere appreciation*
- *Show their importance to the organizational good*
- *Let them move slowly into change*

Be prepared for:

- *Friendly approach to colleagues and supervisors*
- *Resistance to change*
- *Difficulty prioritizing*
- *Difficulty with deadlines*

Notes:

Strategies for Blending & Capitalizing

<p><u>Dominance</u></p> <p><u>Remember a High D May Want:</u></p> <p>Authority, challenges, prestige, freedom, varied activities, growth assignments, “bottom line” approach, opportunity for advancement.</p> <ul style="list-style-type: none"> ➤ <i>Provide</i> direct answers, be brief and to the point. ➤ <i>Ask</i> “what” questions, not how ➤ <i>Stick</i> to business, results they desire ➤ <i>Outline</i> possibilities for person to get results, solve problems, be in charge ➤ <i>Stress</i> logical benefits of featured ideas, approaches ➤ <i>When</i> in agreement, agree with facts and ideas rather than the person ➤ <i>If</i> timelines or sanctions exist, get these into the open as related to end results or objectives 	<p><u>Influence</u></p> <p><u>Remember, a High i May Want:</u></p> <p>Social recognition, popularity, people to talk to, freedom from control & detail, favorable working conditions, recognition of abilities, chance to motivate people, inclusion by others.</p> <ul style="list-style-type: none"> ➤ <i>Provide</i> favorable, friendly environment ➤ <i>Provide</i> chance for them to verbalize about ideas, people and their intuition ➤ <i>Offer</i> them ideas for transferring talk into action ➤ <i>Provide</i> testimonials ➤ <i>Provide</i> time for stimulating, sociable activities ➤ <i>Provide</i> details in writing, but don’t dwell on these ➤ <i>Provide</i> a participative relationship ➤ <i>Provide</i> incentives for taking on tasks
<p><u>Conscientiousness</u></p> <p><u>Remember, a High C May Want:</u></p> <p>Personal autonomy, opportunity for careful planning, exact job descriptions, precise expectations.</p> <ul style="list-style-type: none"> ➤ <i>Take</i> time to prepare your case in advance ➤ <i>Provide</i> straight pros & cons of ideas ➤ <i>Support</i> ideas with accurate detail ➤ <i>Provide</i> exact job description with precise explanation of how it fits the big picture ➤ <i>Review</i> recommendations to them in a systematic and comprehensive manner ➤ <i>If</i> agreeing, be specific ➤ <i>If</i> disagreeing, disagree with the facts rather than the person ➤ <i>Be</i> prepared to provide explanations in a patient, persistent, diplomatic manner 	<p><u>Steadiness</u></p> <p><u>Remember, a High S May Want:</u></p> <p>Security of situation, time to adjust to change, appreciation, identification with group, limited territory, areas of specialization.</p> <ul style="list-style-type: none"> ➤ <i>Provide</i> a sincere, personal and agreeable environment ➤ <i>Provide</i> a sincere interest in them as a person ➤ <i>Focus</i> on answers to “how” questions to provide them with clarification ➤ <i>Be</i> patient in drawing out their goals ➤ <i>Present</i> ideas or departures from current practices in a non-threatening manner; give them a chance to adjust ➤ <i>Clearly</i> define goals, roles or procedures and their place in the overall plan ➤ <i>Provide</i> personal assurances of follow-up support <p style="text-align: right;">18</p>

Classical Profile Patterns

<p><u>D (Dominance) Classical Patterns</u></p> <p><u>D - Developer Pattern</u> Motivated by basically one drive, the <i>Dominance</i> need. “Full steam ahead!”</p> <p><u>D/i -Result-Oriented Pattern</u> Motivated by a <i>Dominance</i> need and a lesser <i>Influence</i> need. “It’s only the results that count.”</p> <p><u>I/D - Inspirational Pattern</u> Motivated by equally strong <i>Dominance</i> and <i>Influence</i> drives. “I’m always here to help you!”</p> <p><u>D/C - Creative Pattern</u> Motivated by a strong <i>Dominance</i> need and relatively equal <i>Conscientiousness</i> need. “Tell me your ideas; then I’ll tell you mine.”</p>	<p><u>i (Influence) Classical Patterns</u></p> <p><u>i - Promoter Pattern</u> Motivated by the single <i>Influence</i> drive, “Hey! Isn’t this fantastic?”</p> <p><u>i/D - Persuader Pattern</u> Motivated by the <i>Influence</i> drive and a lesser drive for <i>Dominance</i>. “I’m going to work with you to make sure you get what you want.”</p> <p><u>i/S – Counselor Pattern</u> Motivated primarily by an <i>Influence</i> drive and a lesser drive for <i>Steadiness</i> “Everything’s going to be just fine; I’m with you all the way.”</p> <p><u>i/C - Appraiser Pattern</u> Motivated by primary <i>Influence</i> drive and relatively equal <i>Conscientiousness</i> drive. “If we all work together and follow the plan, we can make it happen.”</p>
<p><u>C(Conscientiousness) Classical Patterns</u></p> <p><u>C - Objective Thinker Pattern</u> Motivated by basically one strong drive for <i>Conscientiousness</i> “Just the facts please.”</p> <p><u>C/S - Perfectionist Pattern</u> Motivated by a strong drive for <i>Conscientiousness</i> and an equally strong <i>Steadiness</i> drive. “Let’s take time to do it right the first time!”</p> <p><u>C/i/S - Practitioner Pattern</u> Motivation by strong <i>Conscientiousness</i> drive, a secondary <i>Influence</i> drive and a third lesser <i>Steadiness</i> drive. “Based on my experience, the most effective way to proceed would be...”</p>	<p><u>S (Steadiness) Classical Patterns</u></p> <p><u>S - Specialist Pattern</u> Motivated by basically one strong drive for <i>Steadiness</i>. “We got the job done on time!”</p> <p><u>S/i - Agent Pattern</u> Motivated by a strong <i>Steadiness</i> drive and a lesser <i>Influence</i> drive. “Just tell me what you would like me to do.”</p> <p><u>S/D - Achiever Pattern</u> Motivated by a strong <i>Steadiness</i> drive and a lesser <i>Dominance</i> drive. “It’s my project. I want credit and I’ll take the blame.”</p> <p><u>S/C/D - Investigator Pattern</u> Motivated by a strong <i>Steadiness</i> drive, secondary <i>Conscientiousness</i> drive and a third, lesser <i>Dominance</i> drive. “I’m determined to find out what’s causing this.”</p>

Compatibility Chart

Key: S = Social Interaction
W = Work Tasks

1 = Best Possible
8 = Worst Possible

Styles	Excellent		Good		Fair		Poor	
	1	2	3	4	5	6	7	8
D-D			S		W			
D-i			S			W		
D-S	W					S		
D-C					W			S
i-i	S							W
i-S	W				S			
i-C			W					S
S-S	S		W					
S-C	S	W						
C-C	S		W					

More About You

If you are an Influence co-worker or team member, your strengths may include that you:

- ❖ Are always available for others – give your time easily
- ❖ Are good at inspiring others
- ❖ Spread your enthusiasm and positive attitude to others
- ❖ Easily give positive feedback to those you work with

Those you work with may see the following limitations:

- ❖ Disorganized
- ❖ Superficial in your approach
- ❖ Lack of follow through

You can be a more effective co-worker or team member by:

- ❖ Listening more carefully to what people really need
- ❖ Becoming more organized
- ❖ Providing more detail

More About You

If you are a Steadiness co-worker or team member, your strengths may include that you are:

- ❖ A good team player
- ❖ Empathetic and sensitive to the needs of others
- ❖ Methodical and good at preparing meeting agendas and minutes
- ❖ Easy to get along with

Those you work with may see the following limitations:

- ❖ Indecisive
- ❖ Indirect
- ❖ Resistant to change

You can be a more effective co-worker or team member by:

- ❖ Becoming more aggressive and direct with others
- ❖ Coping better with change
- ❖ Not carrying the burden of everyone else's problems

As a “i” Co-Worker/Team Player

What “i” characteristics might prevent you from working effectively with others?

“i” characteristics that prevent the flow of ideas:

How can you improve?

As a “S” Co-Worker/Team Player

What “S” characteristics might prevent you from working effectively with others?

“S” characteristics that prevent the flow of ideas:

How can you improve?
