



The Executive Capacity Method Leadership Report

Based on *The Platinum Rule*®
Model of Behavioral Styles
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Personalized Report for:
Sample Report

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Introduction to The Executive Capacity Method Behavioral Style Assessment

"Do Unto Others as THEY Would Have You Do Unto THEM"

Dear Sample,

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

HOW TO USE THIS REPORT

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

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

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

PERCEPTIONS... WHAT DO THEY MEAN?

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

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

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

Studies have shown that the most effective people know themselves, know the needs or demands of the situation or relationship, and adapt their behaviors to meet those needs.

The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that

otherwise have been strained.

If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain it in Part III.

BEHAVIORAL STYLES

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

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

ADAPTABILITY

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

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

Imagine the benefits of understanding how to treat people the way *they* want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before. If only for the stress it eliminates in interpersonal relationships, this profile is worth its weight in ...**platinum!**

THE ULTIMATE GOAL OF The Executive Capacity Method ☐

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

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

HOW TO READ AND INTERPRET YOUR eGRAPH

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

to measure.

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

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

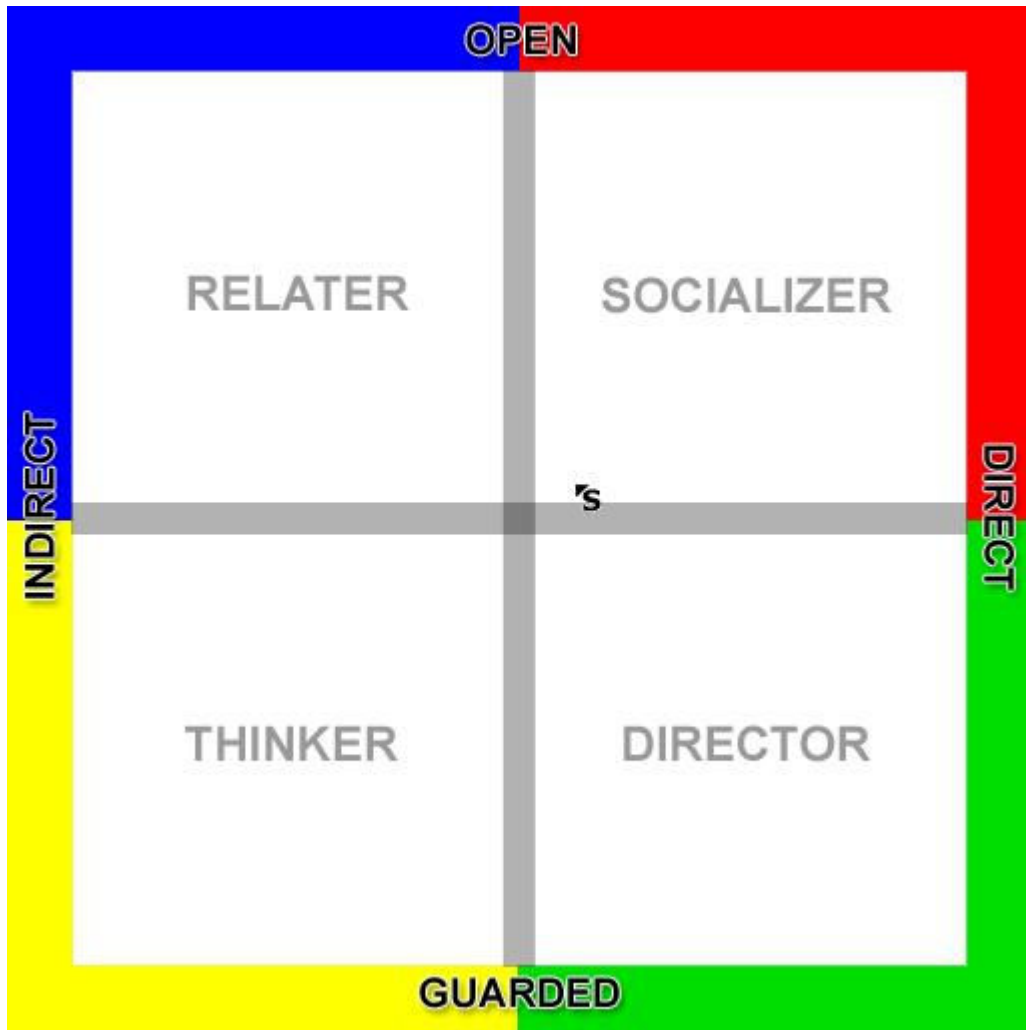
Since your eGraph may be updated throughout the Observer period, it may change from time to time. At the end of the Observer period, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

INTERPRETING YOUR eGRAPH

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

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

eGraph Results for Sample Report



SYMBOL	DESCRIPTION
⌘S	Self-assessment
■	Observers who know you in this setting: Manager
⌘A	Average of Observers in this setting: Manager (will only display if more than 3 observers)
▲	Observers who know you in this setting: Peers
⌘B	Average of Observers in this setting: Peers (will only display if more than 3 observers)
■	Observers who know you in this setting: Direct Reports
⌘C	Average of Observers in this setting: Direct Reports (will only display if more than 3 observers)
◆	Observers who know you in this setting: Other
⌘D	Average of Observers in this setting: Other (will only display if more than 3 observers)

Interpreting Your Observer Responses

Refer to a copy of your eGraph on page 6.

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

Part II

BASED ON YOUR eGRAPH RESULTS, YOUR PRIMARY STYLE IS SOCIALIZER

The primary goal that motivates you is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

COMPARED TO OTHER SOCIALIZERS, YOU ARE MORE LIKELY TO:

- Want to achieve results with flair
- See winning as an all-or-nothing proposition
- Judge people by their ability to make things happen
- Work harder when bigger risks or rewards are at stake
- Prefer to share in work and goals with people
- Be concerned about looking bad
- Want to do things the "best" way
- Become restless, short-tempered, and even lash out when under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You tend to underestimate the time and effort required by you or others to accomplish tasks. So you should pace yourself better and draw on outside resources. Be more selective about the tasks you take on and don't hesitate to ask others to do their parts.

With People:

Your hard-driving approach means you tend to be impatient, especially when stressed or under the gun. If you blow off steam, you may later regret what was said or done because of its impact on your image. So learning to relax and to enjoy regular recreation is important for recharging your battery.

PERSONAL EMPOWERMENT POINTERS

- Pace yourself better by adding one-third to one-half the time to original estimates of when tasks can be done. Similarly, reduce by one-third to one-half the number of projects you take on.
- Maintain your perspective by seeking to be less emotional and intense about non-critical situations.
- Take a stress-management course and learn simple breathing exercises as a way to deal with pressure.

As a Socializer Style, Here are Some Typical Behaviors:

- In a social environment, Socializers like others to be uninhibited, spontaneous and entertaining
- Primary strengths are their enthusiasm, persuasiveness, and delightful sociability
- Work quickly and enthusiastically with others
- Walks in a way that reflects optimism and quick pace . . . lively and energetically
- Touchers who don't mind a slap on the back or a warm handshake
- Socializers possess the valuable trait of personal warmth
- Disregard for details sometimes prompts Socializers to exaggerate and generalize facts and figures; more comfortable with "best guesstimates" than with exact, empirical data
- Smooth-talking tendencies can be interpreted as either silver-tongued oration or evasive double-talk
- Dynamic ability to think quickly on their feet
- Can be impressive, eloquent, silver-tongued spokespeople for change

As a Socializer Style, Here are Some Typical Motivators:

- Like to start projects and let others finish them
- Motivating books, tapes, and speeches - pick-me-ups that recharge their batteries to help them overcome obstacles
- Seek companionship and social recognition, so their contributions to group morale often satisfy these needs
- Seek stimulating environments that are friendly and favorable to them
- Stimulated by the positive response they elicit from others - applause, laughter, compliments, or other acknowledgments
- Work environments that allow them to stroll around the office talking to nearly everyone, from the custodian to the boss along the way, calling them by their first names
- Motivated to work toward known, specific, quickly attainable incentives

As a Socializer Style, Here are Some Typical Growth Opportunities:

- Need to focus more on details and logic
- Tend to become easily bored by repetitive routines and complexities
- Need to strive for congruency between what they value and what they think they need in life
- Become more susceptible to risk-taking when pressured by others to take chances; if they haven't fully considered the ramifications, they may regret their impulsiveness after it's too late
- Need to take a more logical approach to projects and issues
- Need to develop more of a task-focus
- Need to control their time and emotions
- Need to work on increasing their attention span
- Socializers need to learn effective listening and questioning skills; they may often be talking when they really need to be listening
- Loss of recognition, especially from significant people and groups in their life, would be a personal disaster for Socializers and is likely to trigger varying levels of humiliation and feelings of worthlessness

Socializers on the Job

As a Socializer Style, Here are Some Typical Business Behaviors:

- Like to mingle with all levels of associates and call them by their first names
- Open to verbal or demonstrated guidance for transferring ideas into action
- Need immediate feedback to get or stay on course
- Like to brainstorm and interact with colleagues and others
- Like to have the chance to influence or motivate others
- Want to be included by others in important projects, activities, or events

As a Socializer Style, Here are Some Suggestions to be More Effective at Work:

- Improve your follow-through efforts
- Avoid relying too heavily upon your feelings and emotions... focus on the results you desire and do not sacrifice productivity in order to please everyone
- Monitor socializing to keep it in balance with other aspects of life
- Check to make sure you are on course with known tasks or goals
- Whenever possible, delegate the more detailed tasks that you are not comfortable doing...being sure to specify exactly what you want done and the time you need it and setting up a process to monitor the progress on the projects you have delegated

Here are Some Suggestions For Others Working with Socializers:

- Don't argue, if possible – you will seldom win
- Support their opinions, ideas, and dreams when possible
- Tolerate digressions and not hurrying a discussion
- Spare them the details
- Explain how action can enhance their image and visibility

Socializers in the Social Scene

As a Socializer Style, Here are Some Typical Social Behaviors:

- Enjoy bouncing ideas off others
- Like hosting or attending impromptu gatherings
- Seek more positive people and settings
- Like to share the moment with others
- Choose associates and friends by trial and error
- Naturally discuss emotions with others

As a Socializer Style, Here are Some Suggestions to be More Effective Socially:

- Speak less and listen more
- Talk less and listen more
- Fulfill social obligations responsibly and on time
- Avoid procrastination
- Balance socializing with tasks
- Stick to the subject!
- Follow tasks through to completion
- Realize you cannot please everyone

Here are Some Suggestions For the Friends of Socializers:

- Do not require a lot of difficult, follow-up, detail work or longer term commitments from them
- Focus on how glad you are when they succeed
- Respond openly and congenially
- Focus on a positive, upbeat, warm approach
- Make suggestions that allow them to look good

The Socializers Behavior and Needs Under Stress

As a Socializer Style, Under Stress You May Appear:

- Overeager
- Superficial
- Unrealistic
- Wasteful of time
- Inconsistent

As a Socializer Style, Under Stress You Need:

- To get credit
- A quick pace for stimulation and excitement
- Action and interaction

As a Socializer Style, Your Typical Behaviors in Conflict:

- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course Socializers may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal (or, possibly, even physical) attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- Socializers may experience a desire to get even if someone thwarts a major component of their personal agenda; however, they are not very likely to follow through. Socializers may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.

Strategies to Reduce Conflict and Increase Harmony With Others:

- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Recognize that Socializers can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating their feelings and clarifying their expectations. Be sure, of course, to listen attentively to the responses of others.

Part III

Application of Behavioral Styles with Others

APPLICATION, APPLICATION, APPLICATION

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

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

This application section includes:

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

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

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

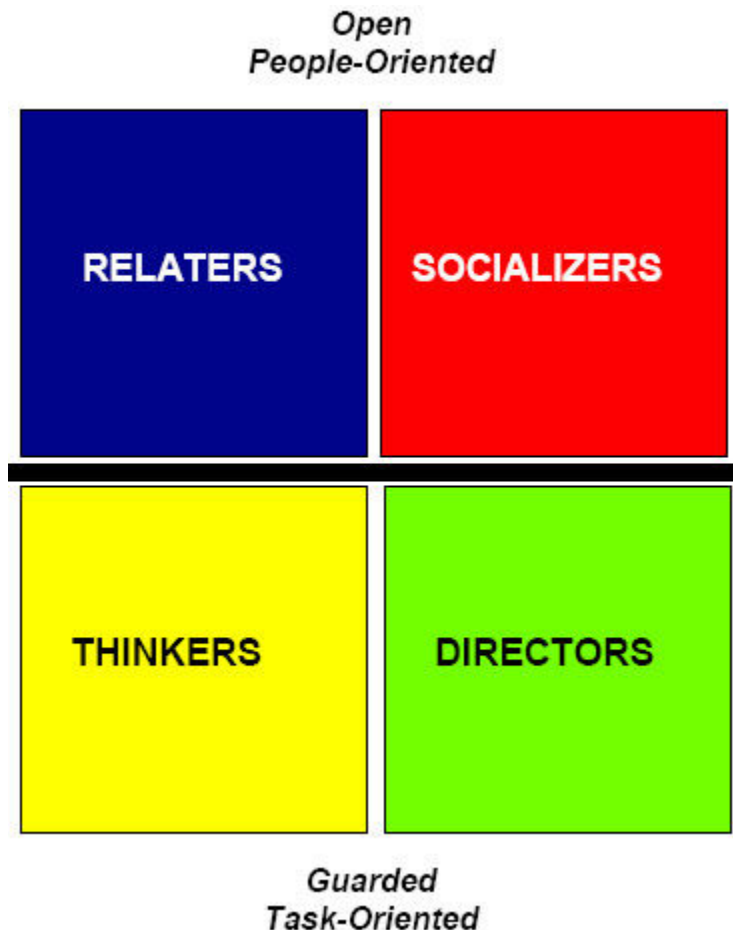
The section on ***What Is Behavioral Adaptability*** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships. Once you know their style and preferences for directness and/or openness, you can use the ***How to Modify Your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

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

How To Identify Another Person's Behavioral Style

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

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



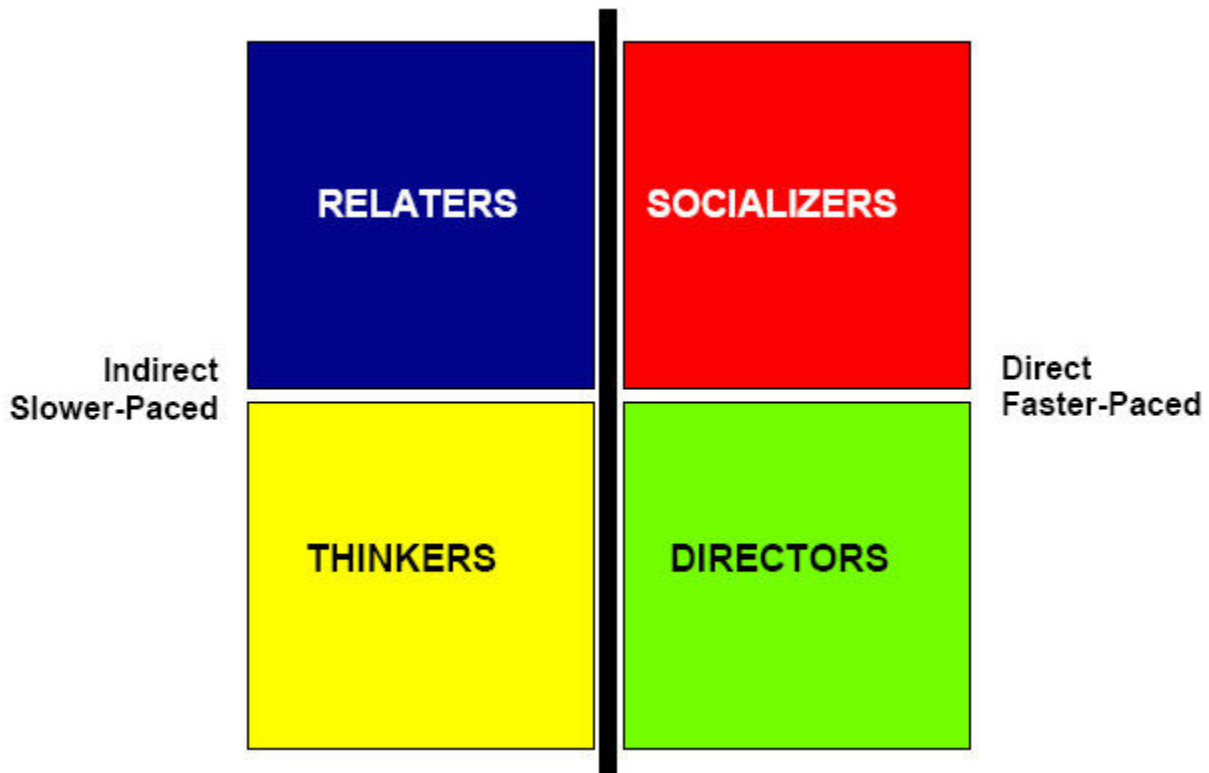
Open Behaviors

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

Guarded Behaviors

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

DIRECTNESS (Measure of a person's natural pace; degree of assertiveness):



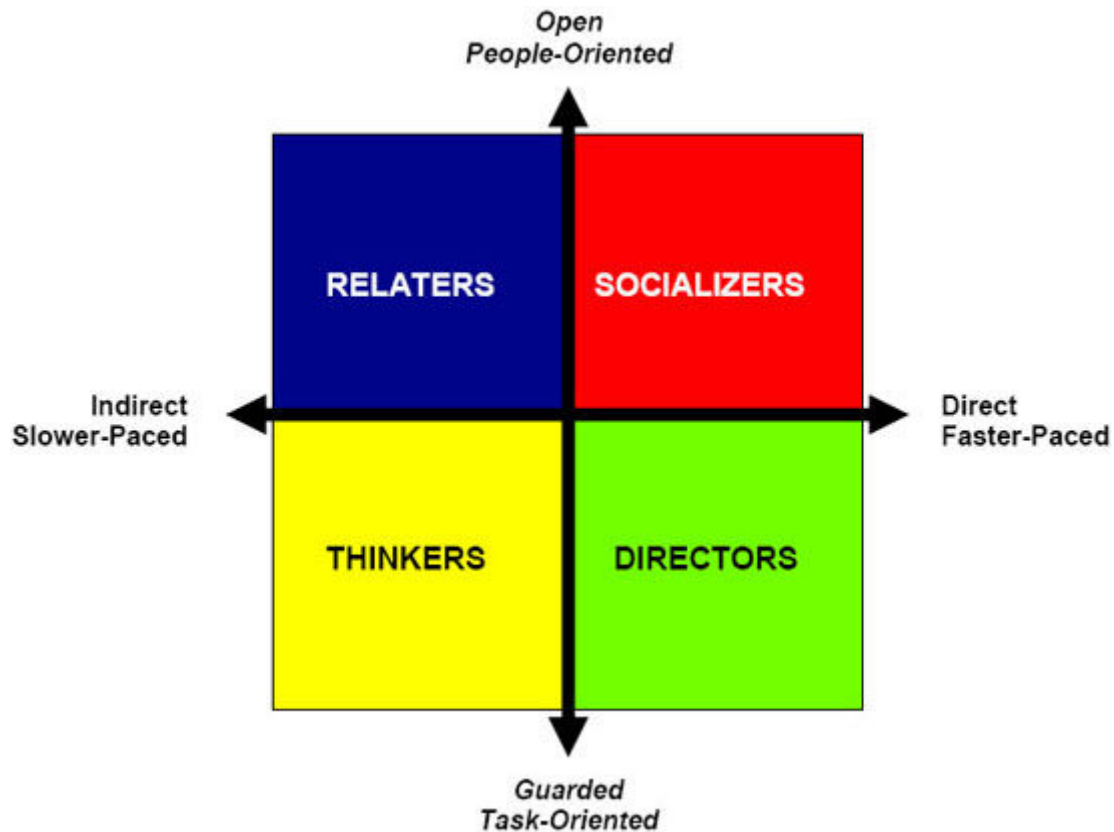
Indirect Behaviors

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

Direct Behaviors

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

THE WHOLE PICTURE



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

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

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

The Four Basic Styles Overview

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

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

What is Behavioral Adaptability?

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

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

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

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

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

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

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

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

How to Modify Your Directness and Openness

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

TO INCREASE DIRECTNESS

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

TO INCREASE OPENNESS

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

TO DECREASE DIRECTNESS

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

TO DECREASE OPENNESS

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

Tension Among the Styles

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

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

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

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

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

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

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

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

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

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

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

Action Plans With All Four Styles...

RELATER TRAITS...	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think emotionally	Explain your reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and one-two-three instructions as you personally "walk them through"
Want others to notice their patience and perseverance	Compliment for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate
Accepts tasks readily but has difficulty delegating because they don't like taking risks and feel they'd be in trouble if the delegation went wrong.	Explain how others will benefit from the opportunity to develop their skills and, by overseeing effectively, there will be little risk.
SOCIALIZER TRAITS...	SO YOU...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your genuine appreciation
Easily persuades others to take on tasks that don't interest them, but has difficulty delegating because they feel they would lose personal status and they haven't got the time or patience to explain in detail.	Explain that if they just take the time to think through and explain what is required, good results will follow and they will get the credit for being good managers.

Action Plans With All Four Styles...Continued

THINKER TRAITS...	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Give detailed reasoning
Seek data	Give it to them in writing
Need to know the process	Provide explanations and rationale
Proceed with caution	Allow them to think, enquire and check before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"
Has difficulty delegating because they can't trust other people to do it the same way and as perfectly as they would.	Explain that perfection is not always necessary and, given detailed instructions, good results will follow even if produced by a different method.

DIRECTOR TRAITS...	SO YOU...
Concerned with being Number 1	Show them how to win
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries, then give support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like change	Vary routine
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, but give them parameters
Tendency towards conflict	Argue with conviction on points of disagreement, backed up with facts; don't argue "feelings"
Impatient for results so do it themselves	Persuade them 'now' is not always necessary and work-life balance is good
Frequently gives tasks to others but has difficulty delegating because they need to be in control and don't want to give up their time in giving instructions.	Explain that, if they can be a bit less impatient, delegating properly will bring long-term benefits to the organization by developing other people so they can also produce more results.

Building and Maintaining Rapport and Productivity Throughout the Management/Leadership Process

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

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

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

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

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

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

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

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

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

Developing Your People

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

Adapt Your Communication Style

Communicating with Relaters

- Be ready to do more talking than listening; they don't feel comfortable when the limelight is focused on them.
- Clarify any key agenda items with them.
- Stay organized and move forward steadily (but slowly) as you check to make sure they understand and accept what is being said:
"Did you want me to stick around the office at a particular time each day in case you need to telephone me for emergency questions on this account, or do you want me to call you?"

Communicating with Socializers

- Listen to their personal feelings and experiences
- Their style requires open and responsive interaction with others, preferably in a manner of congenial and unhurried conversation (like that between long-time friends): "Just between you and me, Chris, I feel very uneasy about Jill and Howard handling this account by themselves."

Communicating with Thinkers

- Be well organized and clear in your communications
- They search for logical conclusions
- Ask your questions in a more discreet, non-judgmental manner to elicit the points, objectives, or assurances Thinkers want:
"Lenny, I'm not trying to pressure you, but are you not interested in the auditor's position, or in any position?"

Communicating with Directors

- Listen to their suggestions, their course of action and the results they are considering.
- Find areas where you already agree.
- Work backwards toward gaining agreement on the results you both want and are willing to either mutually or independently allow the other to achieve: "Sarah, this format will give you the freedom to develop your branch your way and still allow Vern and Ellen to structure theirs another way... without sacrificing time or morale."

Helping People Reach Decisions

Helping Relaters Decide

- Deal with only one subject or situation at a time, one step at a time
- Before moving on to other items, make sure they are ready, willing, and able to do so
- Remain calm and relaxed
- Encourage them to share their suggestions as to how the decision might be made in a way that is likely to add even more stability to the current conditions: "Would you mind writing down a schedule of your office's activities so I can write my proposal without missing anything?"

Helping Socializers Decide

- Helping Socializers Decide
- They want to avoid discussions of complex, negative-sounding, messy problems
- Frame suggestions in a positive light
- They are open to your suggestions as long as they allow them to look and feel good and not require a lot of difficult, follow-up, detail work or long-term commitments. "You know just about everybody, George. Since we need to get \$350 in pledges by the end of February, why not go ahead and wrap up all your calls by Friday? Then you can relax a lot more next week."

Helping Thinkers Decide

- Confirm they are open to discussing the problem or decision
- If they aren't ready, either set a definite time that's better for both of you or explore their concern in even pursuing this subject
- Give them time and space to think clearly
- When the situation is being explored, review your impression of the process: "My understanding is you'd like to think it over and figure out what time commitment you'd be able to make to the group. When may I call you about your decision?"

Helping Directors Decide

- Directors tend to make autonomous, no-nonsense decisions.
- If the decision will help them meet their goals, they go for it; if not, they say no.
- One of the few times they put off reaching a conclusion is when it takes too much time/ effort doing the homework to determine the best alternative.
- Prevent this procrastination by simply providing a brief analysis for each option.

Motivating Your People

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

Complimenting Your People

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

Counseling Your People

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

Correcting Your People

Correcting Relaters

- Reassure them that you only want to correct a specific behavior, not them personally
- They tend to take things personally, so remove the something is wrong with you barrier as quickly as possible
- Point out in a non-threatening way what they're already doing right while also emphasizing what needs changing: "Norma, I admire your persistence, but we have to add more details to the proposal before we send it out. For example..."

Correcting Socializers

- They avoid facing problems and if pressure persists, may walk away from the problem.
- Sometimes stress manifests itself in animated panic. "I can't talk now, Hal. It's really hit the fan this time!"
- Let them specifically know the challenge and define the behaviors to solve the problem
- Confirm the mutually agreeable action plan (in writing) to prevent future problems
- Use positive, optimistic questions and phrases: "How'd you like to increase your sales to your normal range and beyond?"

Correcting Thinkers

- Show them how to get a job done and they'll master and modify it to suit their needs
- Specify the exact behavior that is indicated and how you would like to see it changed
- Mutually agree on checkpoints and timeframes.
- Allow them to save face, as they fear being wrong. "Nelson, your work here is typically done neatly and on time. Now that we're switching to computers, you'll be able to turn out the same quality of work faster. I'd like you to take this computer class..."

Correcting Directors

- Describe what results are desired.
- Show the gap between actual and desired.
- Clearly suggest the needed improvement and establish a time to get back to you: "We need to streamline communication so that one hand knows what the other is doing. Last month, we had two separate divisions calling on the same CEO for corporate donations. I want you to work up a plan to keep everybody informed of who's working on what so we don't duplicate our efforts. Get back to me by the end of the week."

Delegating to Your People

Delegating to Relaters

- Relaters may be reluctant to ask others to do their own share of the work, so make a personal appeal to their loyalty and sense of sportsmanship.
- "Al, you're an example for this company of genuine cooperative spirit. Your staff wants to please you, so by giving everyone in your department just 10 of those names to call, you can all reach the goal together by noon tomorrow. Otherwise, you'll probably have a lot more difficulty reaching all those people by the target date." Give them the task, state the deadlines that need to be met, and explain why it's important to do it that way. "I'll need 500 copies of these summaries typed and collated by 5 p.m. today. Mr. Jeffries is getting back from New York two days early and he wants them by tomorrow morning."

Delegating to Socializers

- Receive clear agreements; set up check points/times to avoid long stretches with no progress reports.
- Socializers are often concept people who come up with plenty of ideas, but not necessarily the means of carrying them out, so steer them toward ways of assuring the implementation of those ideas.
- "Olivia, this proposal for the King Company looks good so far, but how about including more direct benefits for each employee. Marian has surveys filled out by each employee. Get together with her, bounce some ideas around, and then include more essential information about the eight or so key people in your proposal. Add some extra plus points on the others □ 12 pages in all. In this manner, you should do the job very well. And, Olivia, thanks for making the extra effort on this project. It's really important to all of us."

Delegating to Thinkers

- Take time to answer their most critical questions about structure and/or guidance they require in a specific situation. The more they understand the details, the more likely they will be to complete the task properly.
- Be sure to establish deadlines.
- "Angela, the court date on the Mortimer case has been moved up to Monday, so we have to respond by speeding things up a bit. It will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to help you work, under your direction, on tasks you delegate to them and then review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential to check with me at this time?"

Delegating to Directors

- Take time to answer their most critical questions about structure and/or guidance they require in a specific situation.
- The more they understand the details, the more likely they will be to complete the task properly. Be sure to establish deadlines. "Angela, the court date on the Mortimer case has been moved up to Monday, so we have to respond by speeding things up a bit. It will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to help you work, under your direction, on tasks you delegate to them and then review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential to check with me at this time?"

Acknowledging Your People

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

Adapting Your Leadership Style

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

Adapting Your Leadership Style

When They are Relaters, Help them...

- Utilize shortcuts; discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Focus on the goal without attending to other thoughts or feelings
- Realize tasks have more than one approach
- Become more open to risks and changes
- Feel sincerely appreciated
- Speak up; voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

When They are Socializers, Help them...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice (which can result in lack of focus on tasks)
- Write things down
- Do the unpleasant, as well as the fun things
- Focus on what's important now
- Avoid procrastination and/or hoping others will do things for them
- Practice and perfect, when appropriate

When They are Thinkers, Help them...

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

When They are Directors, Help them...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions and coming to conclusions
- Follow pertinent rules, regulations and expectations
- Recognize and solicit others' contributions, both as individuals and within a group
- Tell others the reasons for decisions
- Cultivate more attention and responsiveness to emotions

TAKING OWNERSHIP OF YOUR DESTINY

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

For you to also share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the relationships you want to improve within the next year... the next month... the next week... even by the end of today! Develop a plan to meet those goals using **The Executive Capacity Method** - *Do Unto Others as They Would Have You Do Unto Them* - and the other principles that make up The **Executive Capacity Method Leadership Strategies**.

Accept the Challenge

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

Commit to Growth

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

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